

OCTOBER 1, 1940



TWENTY CENTS

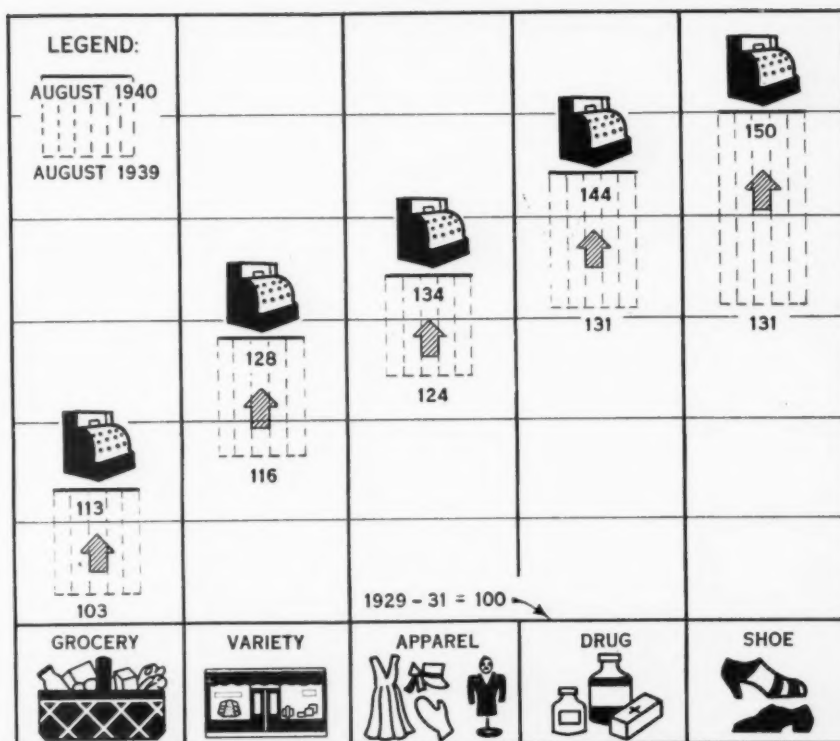
# Sales Management

## IS BUSINESS BETTER? ASK THE CHAINS

Retail sales are zooming toward the highest total in ten years, and the contrast between this and the comparatively good 1939 is exemplified by the sales of the chain groups.

PICTOGRAPH BY  
*Sales Management*

Source: Chain Store Age



THE MAGAZINE OF MODERN MARKETING



YOU need the Times-Star and ONLY the Times-Star, to reach and sell Cincinnati . . . S.M. "High Spot" City for October . . . quickly, completely and economically.

THAT'S evident from results of a brand new Ross Federal Survey covering more than 4% of ALL families in EACH suburb of the city . . . or a total of 6,239 Greater Cincinnati housewives.

ASKED, "In What One Cincinnati Newspaper Do You Pay the Most Attention to Advertising?" . . . 49.1% of the replies were "Times-Star," as compared with only 25.2% for the other evening paper, 17.6% for the Sunday paper and 8.1% for the morning paper.

**PROOF** that the *Times-Star*, Cincinnati's **LARGEST** daily, is also Cincinnati's **GREATEST** selling medium!

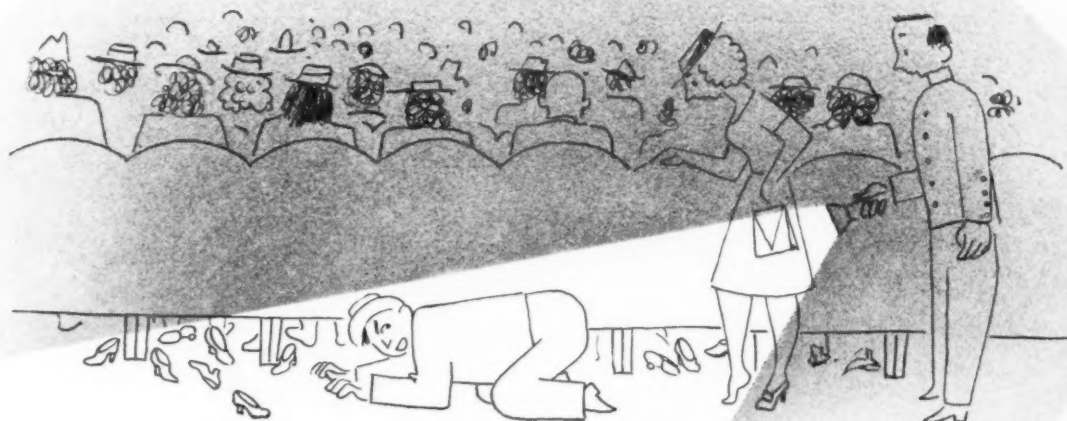
# CINCINNATI TIMES-STAR

HULBERT TAFT, President and Editor-in-Chief  
Owners and Operators of Radio Station WKRC

NEW YORK: Martin L. Marsh  
60 East Forty-Second Street

CHICAGO: Kellogg M. Patterson  
333 North Michigan Avenue

"Did you say yours was brown  
with a leather buckle, dear?"



- There are a lot of shoes in the world, Mr. Jones, as you seem to be discovering. Especially under ladies' chairs in the movies.
- Many of them are worn by the women of the EXTRA million families who now buy the Ladies' Home Journal.
- Although they buy over 2,330,000 pairs of women's shoes a year, to say nothing of 45,000,000 cans of soup and 54,000,000 cakes of soap, this million EXTRA families is being reached without extra cost to Journal advertisers.
- Because in six years Journal circulation has increased from 2½ to 3½ million with no increase in advertising rates.
- Sales of copies of the Journal at newsstands have increased 155% during this period. Number of subscribers, up 32% also.
- No wonder advertising revenue for the first 10 months of 1940 is up more than half a million dollars!

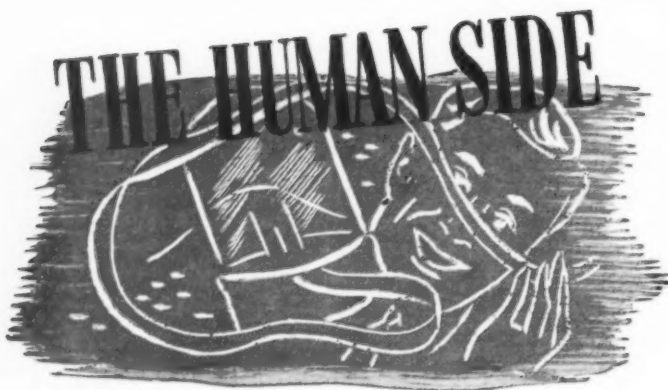
The world's largest magazine-buying audience—  
**3,545,000 women buying the Journal**  
because they like it. Because they like it—IT'S A BUY!

LADIES' HOME

*Journal*

**1,000,000  
Bonus Circulation  
for Advertisers**





## Turn Your Business Upside Down

That's what Mutual Citrus Products, Inc., Anaheim, Cal., did with powdered lemon juice—and found a whole new field. Powdered lemon juice is the fresh juice dehydrated, with corn sugar added. Bakers and confectioners like its imperishability, uniformity and wide use.

Would housewives, who had never heard of it, take to the product? An ad in the *Los Angeles Times* was lemon colored and also lemon perfumed. Response was so prompt and vigorous that the company is planning national expansion. Besides its uses for cooking, powdered lemon juice may be used for a hair rinse after a shampoo—which is something bakers had never thought about. Combined with baking soda, it is a mild laxative. In milk it gives a balance of vitamins. These fresh fields will provide a lot of business that had been untapped.

Another pair of pioneers are James Lawless and Lowell Martin of Los Angeles. Four years ago they graduated from college and found no doors ready to open at a wave of their diplomas. They also found at the Fruit and Vegetable Chemistry Laboratory, one of Uncle Sam's research bureaus in L.A., that quick frozen fruit was rapidly extending its market but that no one had thought of the needs of ice cream makers, hotels, soda fountains, etc.

So they went into the frozen fruit puree business. Puree is the fruit frozen tree-ripe, minus skins, seeds, and pits, and can be used wherever fruit flavors are needed.

The superior taste of fruit handled in this way is manifest to consumers, and demand goes up. More, fruits that the distant public would never have a chance to try are easily quick-frozen. Frosted Fruit Products, the firm the boys started, packs purees of apricot, grape, nectarine, peach, persimmon, plum, blackberry, boysenberry, raspberry, strawberry and youngberry in gallon and 33-pound tins, as well as such novelties as pomegranate and guava.

Thus fresh fruit flavors can be featured the year 'round. Even in Southern California, where the fresh fruit season is unusually long, the purees immediately increased consumption. They also put life into fruit sherbert sales, which rose 10 to 20% when made with purees.

These two examples indicate that topsy-turvy ingenuity gets results.

## Sea Shell Seller

Nina Wolf used to collect sea shells for fun, but she now collects them for profit, her hobby having evolved into a lucrative business. As this is written, her house on East 62nd Street in New York is crammed with assistants filling Christmas orders for the things—made of, or decorated with, shells—that she has designed. Meanwhile women are enlisting her services as a decorator, to provide them with shell-trimmed rooms. A collection of her work has gone on tour, to be exhibited at department stores throughout the country. Pendleton Galleries, which has exclusive

distribution of her work in New York, is showing a whole roomful of it—boxes, vases, mirror and picture frames, baskets, wall brackets, lamp-bases, all shell-bedecked. There's even a luxurious pair of beige satin curtains with shell fringe for trimming.

A native of Baltimore, Nina Wolf came to New York after her marriage to Alfred Wise, a stockbroker. It was while traveling abroad with him that she garnered the first treasure for her collection, a big pink conch shell she found on the Lido at Venice. To her husband's dismay, she insisted on "lugging it all over Europe." But he was later bitten by the same bug and the following year they both became beachcombers. On their return to New York she made her first *objet d'art*, an obelisk of mirror and shells to rest on the piano.

It was while making that first ornament that she developed a formula for a cementing mixture to hold the shells together. She says she experimented for weeks before hitting on the right preparation—which had to be strong, but not noticeable. This formula is one of the secrets of her success.

An artist and industrial designer, Miss Wolf continued her career after her marriage (she designed packages for cosmetics, for one thing), but she also learned all she could about shells and added to her collection. When she heard that a collection had been sold at auction in London and was on its way to New York, she bought it by cable. As a native Baltimorean, she was delighted to find, when it arrived, that it had been gathered about 1650 by Lady Anne Arundel, wife of Lord Baltimore, Maryland's first governor. It includes specimens of shells of creatures now extinct, and many other rare and beautiful items, ranging in size from smaller than a pinhead to the man-eating clamshell. Some of these have been used by her on the articles she has made for sale. Some of the rare items are preserved in velvet-lined boxes and will eventually find their way into museums.

Miss Wolf disclaims credit for being an authority on conchology, but she admits that she has seen and handled about 25,000 different types of shells. She has no idea of the number of varieties she now possesses.

The artist's ingenuity is apparent in the interesting and strangely







## "Well, I'll be—!"

No, we're not getting belligerent, and we're not seeking a scrap. But facts are facts . . . and they prove that

TODAY, NEWSWEEK IS ONE OF THE NATION'S FORCEFUL PUBLICATIONS.

So far this year (January through September) 112 *new* advertisers have joined NEWSWEEK's already impressive roster, and invested \$410,240 in NEWSWEEK space.

For the nine months of 1940, NEWSWEEK is up 49% in lineage, 90% in revenue, over the same period last year.

Against the nine months of 1938, our gain is: up 172% in lineage; up 261% in revenue.

NEWSWEEK is now in its third successive year of gains . . . because its over-400,000 families buy a lot . . . and influence a lot of buying.



# HOUSTON'S GROWTH IS 2<sup>nd</sup> in the Nation\*

SINCE 1930, Houston's population has increased 32%, according to the preliminary reports on the 1940 Census, making Houston's growth second in the Nation, among larger cities.\*

Rank in % Increase or Decrease	Population 1930	Population 1940
1 Washington	486,869	663,153
2 HOUSTON	292,352	386,150
3 Los Angeles	1,238,048	1,496,792
4 Denver	287,861	318,415
5 New Orleans	458,762	492,282
6 New York	6,930,446	7,380,259
7 Baltimore	804,874	854,144
8 Indianapolis	364,161	386,170
9 Minneapolis	464,351	489,976
10 Louisville	307,745	318,713
11 Detroit	1,568,662	1,618,549
12 Milwaukee	578,249	589,558
13 Buffalo	573,076	575,150
14 Cincinnati	451,160	452,852
15 Seattle	365,583	366,847
16 Chicago	3,376,438	3,384,556
17 Kansas City	399,746	400,175
18 • Pittsburgh	669,817	665,384
19 • San Francisco	634,394	629,553
20 • Philadelphia	1,950,961	1,935,086
21 • St. Louis	821,960	813,748
22 • Rochester	328,132	324,694
23 • Boston	781,188	769,520
24 • Cleveland	900,429	878,385
25 • Newark	442,337	428,236

(Dotted Cities Have Decreased in Population)

*but The Chronicle is  
growing faster than Houston!*

BUT THE HOUSTON CHRONICLE has grown even faster than Houston in the past decade! The Houston Chronicle's 62% increase in daily city circulation is almost double Houston's 32% increase in population . . . and is greater than the combined increase of the other two Houston newspapers. The Houston Chronicle **ALONE** is all you need to sell Houston.

## THE HOUSTON CHRONICLE

Largest Daily Newspaper in Texas  
Morning or Evening

R. W. MCCARTHY  
National Advertising Manager

THE BRANHAM COMPANY  
National Representatives

beautiful treatment she has accorded shells, in the exhibit at Pendleton Galleries. The plaster urn in the accompanying illustration is pale pink, encrusted with shells of various sizes, most of them tiny snail shells buffed down to a pearly sheen. A pair of these urns sells for \$100, or \$110 if the top is detachable, so that flowers may be held in the lower part.

Other items on display are: Shell flowers in tiny vases recessed into a background and framed, like a painting in relief; four shiny shells—white with brown markings—joined together, the tops sawed off, making a flower holder with four compartments; a polished nautilus on a base, open end upward, to serve as a flower container; a combination of a large conch shell, abalone and nautilus with strips of coral, as a table centerpiece; a mirror with a border design of tiny, buffed snailshells; a lighting fixture—wall bracket with two huge, perfect clamshells tinted a delicate pink; a plaster cornucopia tinted pale blue, with shell encrustation ornament. A mantel clock with elaborate designs of many shells sells for \$70. Baskets are \$30 apiece. There's an epergne (shells, graduated in size, in tiers, for a flower container), for \$35. Cornucopias are \$30 a pair. Lambrequins (they would be valances if they were of fabric) stretching across the top of a window, decorated with many varieties of shells in a sort of mosaic, are \$150 a pair.

Who buys Miss Wolf's things? She won't tell the names of the fashionable customers, but Hollywood stars are good customers. Heddy Lamarr is one. The famous Joseph Platt "Blue Heaven" bedroom in the America-at-Home exhibit at the N. Y. World's Fair had some Wolf ornaments in it.

Moral: Don't be cross with Junior when he litters his room "with those smelly old shells." They may be the nucleus of a second Wolf collection.

### Wire the Wife

Swift & Company decided back in 1935 that it wanted to do something original to attract the attention of the thousands of dealers who would meet at the annual convention of the National Association of Retail Grocers. It wanted, especially, to call their attention to its Sunbrite Cleanser. It wished, too, to sample them in their homes. How to go about it? You couldn't, obviously, put a can of Sunbrite in the hands of the grocers. They were at a convention and couldn't be expected to pack a can of cleanser home with them.

Solution came with a stunt which was called:

"Wire your Wife Free."

A booth was built to represent a giant can of Sunbrite. One side of it was cut out and inside sat a pretty girl. She offered each conventioner the privilege of sending any one of six pre-written telegrams to the "little woman" back home, via Western Union, without cost. The wire was sent "with the compliments of Sunbrite" and when the messenger boy delivered the telegram he handed the grocer's wife a can of the product. As he did so he also gave her a ten-word statement on the value of Sunbrite. More than 90% of all grocers at the convention took advantage of the chance to send a message home and so, in addition to the good will built, quite a complete sampling job was done.

After two years of it the company thought, maybe, the novelty had worn off and so discontinued the stunt in 1937. To their surprise hundreds of grocerymen began to search the convention for the booth asking, "Where do we wire the wife?"

Not finding it, their disappointment was such that Swift & Company the next year, 1938, revived the booth and it has carried on each year since with no let-up in popularity. Probably it will go on, year after year, like the brook.

One added touch to the booth that helped to dramatize it was the installation of a Translux ribbon—like those used to flash stock prices in the stock exchanges and brokers offices—which made visible the messages as they went out. Thus the grocer, standing on the floor, could see his message take off from the teletypewriter operated by the girl attendant.

Successful? Well, a little over 100%. You see, some of the boys wired the wife a couple of times.

# TURPENTINE ASSOCIATION FINDS LIFE GOOD

## AMERICAN TURPENTINE FARMERS ASSOCIATION COOPERATIVE

THE VOICE OF THE GUM TURPENTINE FARMERS  
OF THE NATION

### DIRECTORS

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R. M. NEWTON, Wiggins, Miss.  
W. L. RHODES, Estill, S. C.  
J. E. DYAL, Baxley, Ga.  
J. B. DAVIS, Camilla, Ga.  
J. T. MILLER, Palatka, Fla.  
W. H. LEONARD, Blountstown, Fla.  
R. M. REYNOLDS, Bainbridge, Ga.  
M. C. STALLWORTH, Mobile, Ala.

201-204 STRICKLAND BUILDING

VALDOSTA, GEORGIA

June 12, 1940

### OFFICERS

H. LANGDALE,  
President  
R. M. NEWTON,  
Vice-President  
W. E. SPIERS,  
Secretary and Treasurer

Mr. T. C. Allen  
Life Magazine  
Rhodes-Haverty Building  
Atlanta, Georgia

Dear Mr. Allen:

I have your letter of May 31st asking about the success which the Association has enjoyed with its LIFE advertisements. So successful has been LIFE's advertising of us, that if we are able to do any advertising for LIFE, we are more than glad to do so.

As you know, we are conducting a national advertising program in other magazines as well as LIFE. This national program has been successful far beyond even the predictions of our advertising agents. As you undoubtedly know, there is no one in the world as full of effervescent optimism as an advertising agent.

With special reference to the results which we have obtained in LIFE, we have used nine national magazines in our program. Our responses to advertisements inserted in LIFE have exceeded responses received from any other magazine. You know without my saying here that the other magazines which we have used are recognized as "top flight."

It is one thing to utter sweet sounding platitudes; it is another thing to demonstrate that they are sincerely meant. In that connection, I invite your attention to the fact that there are more LIFE advertisements to come.

With kindest regards, I am

Yours very truly,

*H. Langdale*  
H. LANGDALE, PRESIDENT,  
AMERICAN TURPENTINE FARMERS  
ASSOCIATION COOPERATIVE

L:p

*An enthusiastic entry  
for the Life success series  
H.B.*



# Sales Management

VOL. 47, NO. 7

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### Notes from the Managing Editor's Desk

When changing economic trends threaten to destroy your market, is it better to alter your selling policies to swim with the tide, rather than to continue to attempt to fight the inevitable? Many an experience has been reported in SM to support an affirmative answer to that question. The leading article in this issue is an especially interesting case in point. It's about the Blatchford Calf Meal Co., an old, old concern that, eight years ago, didn't seem to have much chance of survival. But today it's happily alive and well able to exult over an all-time high in sales volume. Page 18.

\* \* \*

You who are interested in aptitude testing are referred to a "primer" on the subject which will appear in the next issue. It's called "Thirteen Questions About Aptitude Testing." It will be followed by an article by Johnson O'Connor, nationally known authority on the subject, and head of the Human Engineering Laboratory of Hoboken, New Jersey.

\* \* \*

Remember the various articles in which SM has reported housewives' reactions to packages? The P. J. Ritter Co., Bridgeton, N. J., read the caustic comments about old-fashioned catsup bottles and did something about it. See "Marketing Flashes" on page 33. "How far our little candle" ...!

A. R. HAHN.



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## ALL IN ONE NEWSPAPER

*Leppert Roos*  
ST. LOUIS

*A. Biskopale*  
CHICAGO

**Schlamp's**  
MINNEAPOLIS

**Robert Wallace**  
SAN FRANCISCO

*Milton L. Gumbert*  
PORTLAND, ORE.

*Reckmeyer's*  
MILWAUKEE

**SHUKERT**  
KANSAS CITY

**Balch-Price**  
BROOKLYN

*Theo. J. Siefert*  
PHILADELPHIA

**ENGEL-FETZER**  
CLEVELAND

**Holt, Renfrew**  
E. COMPANY LIMITED  
TORONTO MONTREAL  
QUEBEC WINNIPEG

**Lamson & Hubbard**  
BOSTON

**UHLEMANN Furs**  
CHICAGO

*Conrad Fur Co. Inc.*  
DULUTH

**Richard Healy Co.**  
WORCESTER

*Aquila*  
OMAHA

**AUMAN & WERKMEISTER**  
BALTIMORE

*Dupler's*  
DENVER

**BECKMAN**  
LOS ANGELES

**JAY WOLFE**  
MONTREAL

*KOPPEN*  
NEW YORK

*Abravanel*  
FUR SHOP  
PITTSBURGH

**ALBRECHT**  
SEATTLE

**Zenith**  
DALLAS

*The* **ROLLINS Co.**  
DETROIT



# 248

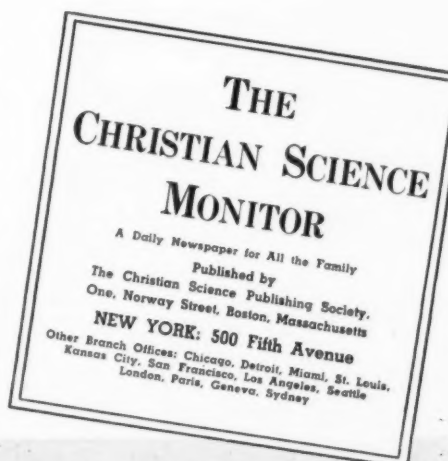
retail furriers direct you to  
a responsive audience of preferred customers

If you are interested in selling your products to a market that buys luxury goods as well as necessities, follow the lead of the 248 fur retailers who advertise in The Christian Science Monitor. These advertisers include many of the country's leading furriers—merchants experienced in selling luxury merchandise. A few of their names are shown above. Their regular use of Monitor advertising is evidence of the Monitor's value in reaching a responsive audience of preferred customers.

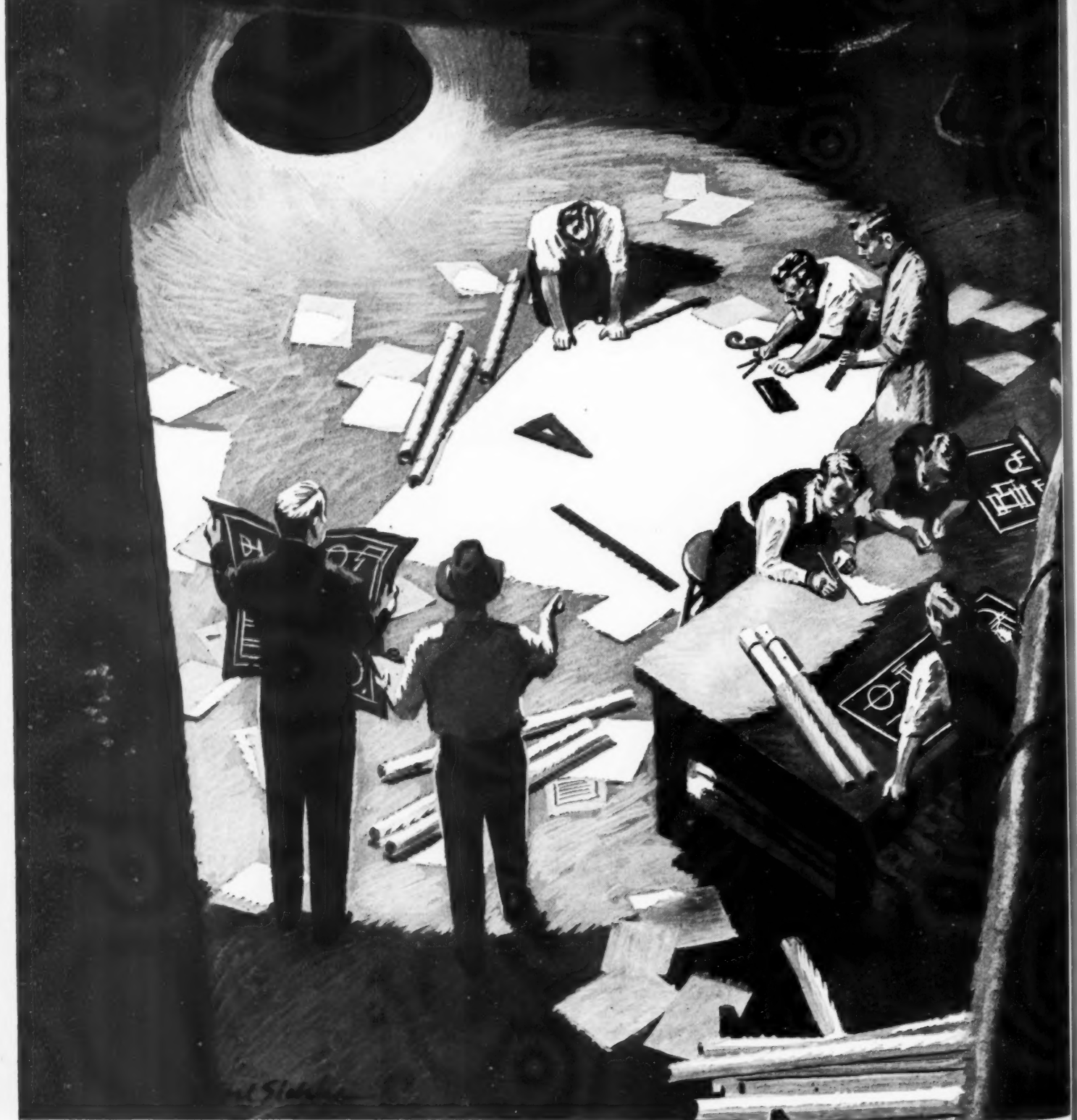
In addition, 785 department stores and 1594 women's apparel stores (most

of them fur outlets) advertise in The Christian Science Monitor. Located in hundreds of cities throughout the United States, Canada and other countries, these stores recognize the Monitor as a valuable local advertising medium.

Why not display your product or service in this great avenue of business where over 20,000 merchants congregate to sell their wares? Let us show you how a campaign in the Monitor may be tied in effectively to your general advertising and merchandising plans. Ask the nearest Monitor office for complete information.



This is *our* secret weapon:





# MANAGEMENT IN *Action*

**W**HEN you're adding up this country's military assets, don't leave its greatest weapon out.

Don't overlook that almighty American ability to organize, manage, produce, and *deliver!*

It starts at the top and spreads down through the greatest array of men and machines the world has ever seen. It's been the secret of America's success for all this nation's lifetime. It will be our source of power for just as long as we are strong.

The men up top who manage the whole thing have to keep their fingers on a maze of business wires. They are the decision-makers...their job demands last-minute knowledge of their own business, and the latest useful news of many others. It demands a source of business news that's quick...complete. It demands a kind of news that has *authority*.

That demand is amply satisfied. *By one magazine!*

In the pages of Business Week management

men find news that centers on one subject only: **BUSINESS**. In these pages they find quick answer to their biggest single question: What's *new* in business? With weekly regularity, this magazine serves them as no other possibly can.

Here, in fact, are *two* weekly services that management uses in its daily job. One, editorial...Two, *advertising*.

Yes, the advertising pages of Business Week serve management men well. For, here they find a greater number of business goods and services for sale than in any other magazine they read.

And here...in the pages of Business Week...they regularly shop for two things at the same time: Business ideas *and* business goods!

## BUSINESS WEEK

**Active Management's Magazine**



**UP**... Looking at leadership: Business Week's 1940 gain in advertising pages more than doubles that of any other general business magazine. Its July-August topped the same two months of 1939 by twenty-eight percent!

# Sales Management's Future Sales Ratings

## KEY TO RELATIVE SALES OUTLOOK RATING

- ★★★★★ Best relative outlook
- ★★★★ Very good relative outlook
- ★★★ Good (medium) relative outlook
- ★★ Fair relative outlook
- ★ Least impressive relative outlook

NOTE: This compilation is based on the relative position of one industry compared with all industries. In other words, an industry marked ★★ may have very good prospects in relation to its preceding year's volume, but its percentage increase may be slight compared with another industry which is marked ★★★★★. In assigning ratings, the size of an industry is not considered; rather the percentage of likely sales increase or decrease in the industry is given greatest weight.

	Sales Prospect for Oct., Nov. & Dec.	Sales Prospect for Next 12 Months		Sales Prospect for Oct., Nov. & Dec.	Sales Prospect for Next 12 Months
Advertising.....	★★★★	★★★★	Luggage.....	★★★	★★
Air Conditioning.....	★★	★★★★	Machine Tools.....	★★★★★	★★★★★
Airline Travel.....	★★★★★	★★★★★	Machinery (Agr'l).....	★★★★	★★★★
Aircraft Sales.....	★★★★★	★★★★★	Machinery (Ind'l).....	★★★★★	★★★★★
Automobile Sales.....	★★★★	★★★	Meats.....	★★★	★★
Automobile Tires.....	★★★★	★★★	Metal Containers.....	★★★	★★★★
Baking (General).....	★	★	Motion Picture Receipts.....	★★★★	★★★
Banks (Revenues).....	★	★★	Munitions.....	★★★★★	★★★★★
Beer.....	★★	★★	Musical Instruments.....	★★★★★	★★★★
Building Materials.....	★★★★★	★★★★★	Office Equipment.....	★★	★★
Candy & Chewing Gum.....	★	★	Oil (Cooking).....	★	★
Canned Fruits and Vegetables.....	★★	★★	Paint.....	★★★★	★★★★
Cereals.....	★	★	Paper (Newsprint).....	★★★★	★★★★
Chemicals (Misc.).....	★★★★★	★★★★★	Paper (Wrapping and Container).....	★★★★	★★★
Cigarettes.....	★	★	Photographic Supplies.....	★★★★	★★★★
Cigars.....	★	★	Plastics.....	★★★★★	★★★★★
Clothing (Men's, Wo- men's & Children's).....	★★★	★★★★	Printing and Publishing Equipment.....	★★	★★★
Coal (Anthracite).....	★★	★★	Radios.....	★★★★★	★★★
Coal (Bituminous).....	★★★	★★★★	Railroad Equipment.....	★★★★	★★★★★
Cosmetics.....	★★	★★	Railroad (Net Income).....	★★★	★★★★
Cotton Textiles.....	★★★★	★★★★	Refrigerators.....	★★	★★
Dairy Products.....	★	★	Restaurants.....	★★★★	★★★★
Department Stores.....	★★	★★	Rural Stores.....	★★★	★★★★
Diesel Engines.....	★★★★★	★★★★★	Security Financing.....	★	★
Drugs and Medicines.....	★★	★★	Shipbuilding.....	★★★★★	★★★★★
Electrical Equipment..... (Heavy).....	★★★★★	★★★★★	Shoes.....	★★★	★★★
Electrical Equipment..... (Light).....	★★★★★	★★★★★	Silk Textiles.....	★	★
Exports.....	★★★	★★★	Soap.....	★★	★
Flour.....	★	★	Soft Drinks.....	★★★	★★★
Furs.....	★★★	★★★	Sporting Goods.....	★★★	★★★★
Gasoline and Oil.....	★★★★★	★★★★★	Stationery (Commer'l).....	★★★	★★
Glass and Materials.....	★★★★	★★★★	Steel and Iron.....	★★	★★★★★
Groceries.....	★	★	Sugar.....	★	★
Hardware.....	★★★★★	★★★	Surgical Equipment and Supplies.....	★★★	★★★
Hotels.....	★★★★	★★★★	Synthetic Textiles (Rayon, Nylon, etc.).....	★★★★★	★★★★★
House Furnishings (Floor Coverings, Furniture, Beds, etc.).....	★★★★	★★	Television.....	★★	★★★★
Household Products (Kitchenware and Miscellaneous).....	★★	★★	Toothpaste and Mouth Washes.....	★	★
Imports.....	★★	★★	Toys and Games.....	★★★★	★★★
Insurance (Life).....	★★★★	★★★	Trailers (Autos).....	★★★★	★★★
Jewelry.....	★★★	★★★	Travel (Domestic).....	★★★★	★★★★
Laundry.....	★★★	★★★	Travel (Sea).....	★	★
Liquor (Alcoholic Beverages).....	★	★	Trucks.....	★★★★★	★★★★★
			Utilities—Electric.....	★★	★★
			Utilities—Gas.....	★★	★★★
			Utilities—Telegraph.....	★	★
			Utilities—Telephone.....	★★	★★
			Washing Machines.....	★★★	★★

PREPARED by PETER B. B. ANDREWS, economist of H. Hentz & Co., New York, and specially copyrighted by SALES MANAGEMENT, INC. Reprints of this page are available at 5 cents each, minimum order, \$1.00. 20% discount on standing orders for 25 or more monthly. SALES MANAGEMENT, INC., 420 Lexington Avenue, New York, N. Y.

## New Peak Likely for Physical Volume of 1940 Christmas Sales

Expanding payrolls through a broad cross-section of industry promise one of the most prosperous Christmas seasons in history. Consensus of the Future Sales Ratings' Board of Editors is that the relatively high dollar sales volume of the 1939 Christmas shopping period will be exceeded this year by at least an 8% margin. The season's prospect is thus the best since 1930 on a dollar value basis, though it probably will establish a new, all-time record on the basis of physical volume of sales.

Under the stimulus of defense-program orders and the current peak operations in such industries as aircraft, building, chemicals, electrical equipment, machinery, plastics, shipbuilding and steel, the greatest plant expansion since the 1927-28-29 boom is now under way. Moreover, this reflects only a beginning of the defense outlays. Even the \$15,000,000,000 authorizations and appropriations to date are considered inadequate to meet the nation's defense needs, with further expenditures likely over a period of years. Only a complete British victory, assuring our safety, would be likely to slow down our defense program, but even in such an outcome, our conviction that we must have a large military machine to police the Western Hemisphere, and the low level from which we are building (our Army in particular) point to a far-reaching expansion.

## New Industrial Giant Rated

In fact, recognizing the prospective development of the munitions enterprise into a new industrial giant, Future Sales Ratings, beginning with this issue, is including it in the list of rated industries, with a forecast of five stars for both the near term and the next 12 months. It seems likely that the munitions industry, for which we have only begun to build the necessary facilities, will reach within the next two years the position of fourth largest national trade.

The substantially enlarged Government spending, entailed by our massive defense-spending program should cause most lines of business to plan ahead confidently — especially with final settlement of deterring tax and amortization schedules.

SALES MANAGEMENT

# We've moved a Rochester into Washington, D. C.

Washingtonians have long earned more (and spent more) per capita than people anywhere else in America. They still do. Only now there are more of them.

The Washington retail trading area has gained over 43% in population since 1930... as many *new* (since 1930) residents as live in the city of Rochester, for example. There are more than a million people in the Washington area today... the city is now 11th in size in the nation.

And today—as for many years—there's one best way to reach and sell them all... through WJSV, Columbia's Station for the Nation's Capital.

That's no new idea. Experienced advertisers agree so enthusiastically that, today, the lead of WJSV over all competition is more decisive than ever. It's a 52 week lead, too. Such advertisers as Cluett Peabody, Morrell, Bond Clothes, Fels, Continental Baking renewed their contracts and stayed on all Summer. Renewed again, for Fall. And they've been joined by other leaders—like Studebaker, American Chicle, Sweetheart Soap...

The answer: WJSV blankets the Washington area. And—with the only 50,000 watts in Washington—WJSV adds bonus coverage of the rich regions beyond!



**WJSV**  
50,000 WATTS

**COLUMBIA'S STATION FOR THE NATION'S CAPITAL**

Owned and Operated by the Columbia Broadcasting System.  
Represented nationally by Radio Sales: New York, Chicago,  
Detroit, St. Louis, Charlotte, N. C., Los Angeles, San Francisco





# Current Effective Buying Income

(Estimated for 12 months ending November 30, 1940)

State & Section	Ratio of Change (USA = 100) for 12 months ending Nov. 30	Per Family Annual, 12 months thru November	Gain in Millions of Dollars over Previous 12 Months	State & Section	Ratio of Change (USA = 100) for 12 months ending Nov. 30	Per-Family Annual, 12 months thru November	Gain in Millions of Dollars over Previous 12 Months
Connecticut.....	108.1	\$3,476	204.2	Delaware.....	98.8	2,933	13.3
Maine.....	100.2	2,284	40.7	D. C.....	93.7	4,711	19.5
Massachusetts.....	101.8	3,310	343.2	Florida.....	93.6	2,088	22.2
New Hampshire.....	96.2	2,172	14.2	Georgia.....	97.2	1,591	65.2
Rhode Island.....	93.7	2,868	14.3	Maryland.....	101.2	2,896	101.4
Vermont.....	97.6	2,406	14.6	North Carolina.....	99.7	1,657	87.2
New England.....	102.2	3,100	631.2	South Carolina.....	101.5	1,485	54.3
New Jersey.....	101.4	3,085	298.9	Virginia.....	101.0	1,937	94.9
New York.....	95.4	3,395	509.7	West Virginia.....	108.4	1,985	113.2
Pennsylvania.....	107.4	2,890	919.6	South Atlantic.....	99.6	2,015	571.2
Middle Atlantic.....	100.1	3,173	1728.2	Arkansas.....	96.6	1,197	31.1
Illinois.....	100.5	2,625	448.0	Louisiana.....	94.6	1,569	27.9
Indiana.....	104.3	2,161	215.3	Oklahoma.....	94.5	1,737	41.3
Michigan.....	103.3	2,890	381.8	Texas.....	96.0	2,145	151.7
Ohio.....	103.1	2,618	490.3	West South Central.....	95.7	1,822	252.0
Wisconsin.....	100.0	2,544	158.6	Arizona.....	99.6	2,224	17.7
East North Central.....	102.1	2,600	1694.0	Colorado.....	97.1	2,162	36.8
Iowa.....	102.1	2,300	136.7	Idaho.....	100.6	2,289	22.3
Kansas.....	100.2	1,825	80.8	Montana.....	108.6	2,560	55.7
Minnesota.....	100.8	2,774	158.5	Nevada.....	103.3	3,122	2.5
Missouri.....	98.7	2,178	162.1	New Mexico.....	94.5	1,861	8.4
Nebraska.....	95.7	1,781	30.7	Utah.....	104.6	2,455	34.8
North Dakota.....	104.9	1,862	30.0	Wyoming.....	98.4	2,948	13.7
South Dakota.....	104.0	1,907	36.0	Mountain.....	100.3	2,325	191.9
West North Central.....	100.3	2,192	634.8	California.....	100.4	3,147	452.3
Alabama.....	95.9	1,097	41.9	Oregon.....	96.0	2,356	29.3
Kentucky.....	97.4	1,397	61.6	Washington.....	95.7	2,549	50.5
Mississippi.....	93.5	784	13.5	Pacific.....	99.4	3,050	532.1
Tennessee.....	95.0	1,559	40.3	United States.....	100.0	2,480	6392.7
East South Central.....	95.7	1,234	157.3		Relative 110.5 Actual		

See page 56 for complete list of High-Spot Cities

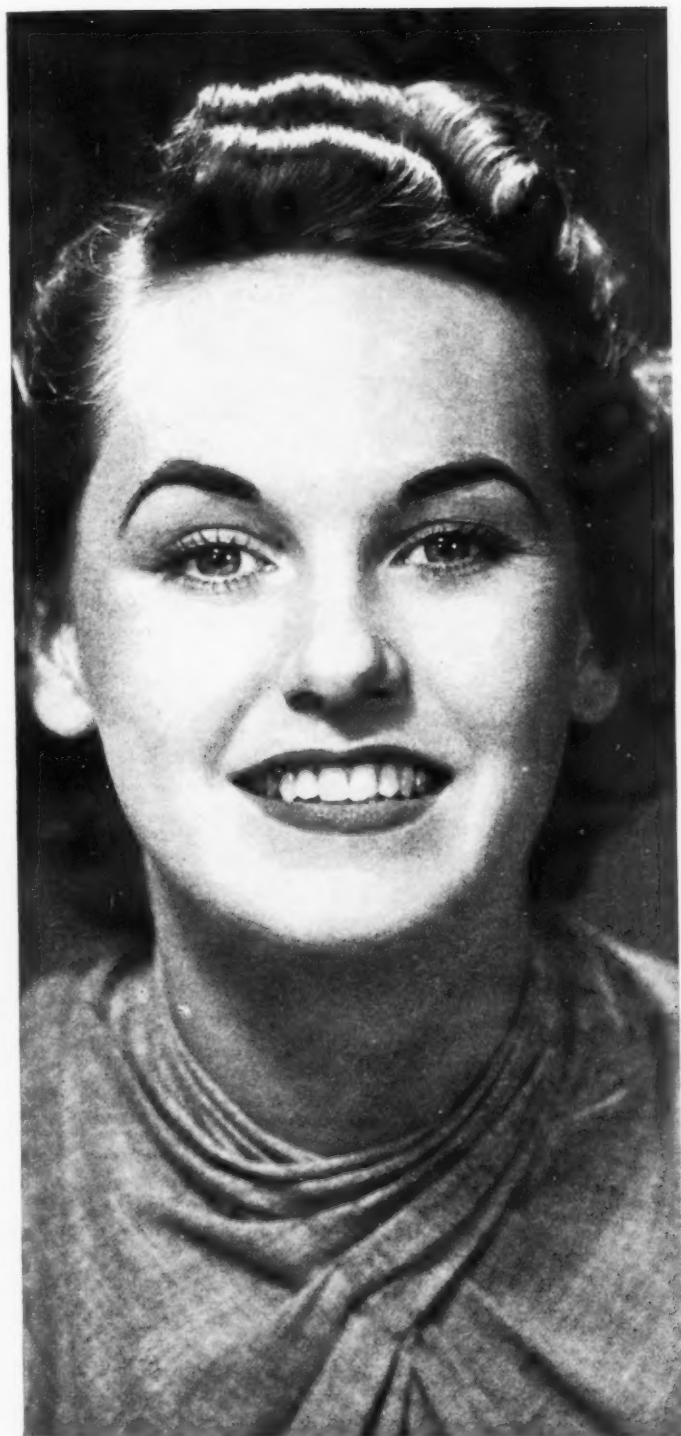
## INCOME FORECAST MAP

OCTOBER - DECEMBER

How States Will Compare with Nation in Estimated Effective  
Buying Income as Against Same Period Last Year



# SHE'S NO HICK



## *Even if she lives in a* **SMALL TOWN**

Considerable research has high-lighted the buying habits of metropolitan families. And farm families, too. But mostly we've overlooked that vast segment in between: those families who live in smaller towns. And they have a definite population character of their own. They may not ride a subway every day, but they certainly aren't farmers, either. Emphatically they don't duplicate rural buying habits or preferences. As a contribution to marketing information, we've just completed a tremendously illuminating picture of smaller town buying habits: a home inventory of 26 typical towns in this area. It's an exhaustive study of family preferences: the groceries, the cosmetics, various drug products they use and how much they consume; the electric refrigerators, radios and home appliances; their automobiles and gasoline and tires. And the findings are contrasted with those from the City of Memphis Inventory to reveal the differences between metropolitan and smaller town preferences. A splendid help for sales executives and merchandising counselors.

BE SURE TO SEE THE  
"HOME INVENTORY OF  
26 SMALLER TOWNS"



## THE COMMERCIAL APPEAL MEMPHIS PRESS-SCIMITAR

National Advertising Department, Scripps-Howard Newspapers, 230 Park Avenue, New York

CHICAGO

SAN FRANCISCO

MEMPHIS

DETROIT

PHILADELPHIA

OCTOBER 1, 1940

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## MANAGEMENT WITH ITS HAIR DOWN

Buzz . . . Click-click . . . Buzz

(324 calling 420).

Buzz . . . Click-click (681 calling 127).

• If you go down into the automatic telephone room in your building, you will find Management in its shirt sleeves, not dressed up for company. In all the maze of switches, relays, buzzers, you will hear and *feel* Management at work.

All through the working day, and frequently into the night, Management conversations go on. And out of the conversations come Management decisions.

A Vice-President calls an Engineer: *Is that new spot welder practical?* . . . A Purchasing Agent calls a President: *Their price is going up after the fifteenth.* . . . A Sales Manager calls a Production Manager: *We must have more Number Tens immediately!*

These, and many like them, are the voices of modern Management.

For Management today is many men operating in many special functions to produce a synthesis, a harmony of thought and action. . . Management is many voices, each offering its word of approval, disapproval, authority; each voting for or against an idea, a product or a program; each contributing a part in a Management decision.

From finance through purchasing, production and sales, to research, every department of modern Industry is interdependent on every other department for information, counsel and experience.

An advertiser with a message to tell to Industry cannot ignore the voices of Management . . . he must hear the many separate notes, the individual pitches. He must catch the overtones. Most of all, he must discover that Management is a chord, a system of harmony, which sets the key for the symphony of modern Industry.

### "But we have a difficult problem"

. . . to advertisers who say this, FORTUNE replies that most successful campaigns addressed to Management have grown out of difficult problems . . . after one question has been answered:

### "Where does Management read advertising with most interest?"

. . . Recent figures obtained by FORTUNE's Marketing Service Department in its constant investigation into Management advertising problems show that:

**85% of FORTUNE'S** subscribers are officers, managers, directors, department heads, partners or owners of businesses . . . and *every* survey has shown that in FORTUNE the advertiser reaches Management more certainly, effectively and economically than in any other magazine.

**85% OF FORTUNE'S 150,000 SUBSCRIBERS ARE MANAGEMENT MEN**

# FORTUNE

*The* MAGAZINE OF MANAGEMENT



# Significant Trends

As seen by the Editors of SALES MANAGEMENT for the fortnight ending October 1, 1940:

## Real Income Gains One-Tenth

EFFECTIVE BUYING INCOME, according to SALES MANAGEMENT's latest measure—Page 12—shows an estimated increase as of the end of November slightly over 10%. The actual increase in dollars and cents is only half of the picture—for there is little net gain if the cost of living rises proportionately. Studies just completed by the Investors Syndicate indicate that the price rise in the first eight months of the year was so slight that Mr. and Mrs. American Public had a net gain in real income of between nine and ten cents on the dollar.

Practically all authorities put themselves out on the end of a limb by predicting continued gains during the balance of the year. For example, Colonel Ayres of the Cleveland Trust Company in a September 15 bulletin, in referring to rearmament contracts says, "That stimulus to industrial production will continue not only through the rest of this year but at least through next year and the year after that." He then points out an additional reason why industrial production will go forward at high levels during the closing months of this year and the opening months of 1941. "That reason is that the automobile companies are planning for unusually large volume of output during the final quarter of 1940 and in the first quarter of next year. They realize that with increased industrial employment and payrolls, there will be an increased demand for cars."

★ The Colonel's reference to Fall automobile output reminds us of F. P. A.'s paragraph in the New York Post the other day. He said, "This is the time of year when, if a reporter plays his cards right, he can get the president or the manager of a motor car company to say that his concern is putting out a good 1940 automobile." The advertising business is certainly glad that automobile makers have no modesty about the virtues of their cars.

★ Another organization which has no hesitancy in predicting improved business is the United Business Service, which stated on September 15, "Fall retail trade generally should be the best since 1928-29, and holiday business this year promises to break ALL previous records." They go on to point out that average store inventories are abnormally low in relation to sales, due to cautiousness in early buying and the recent spurt in sales.

Retail gains as a whole for the month of September will apparently show an increase of well over 10%, with increases in many of the best-favored industrial centers of 20 to 30%. Only those who have taken the country apart industry by industry and section by section realize to the full how employment and payrolls have speeded up. As long ago as July, for example, employment of labor in the engine making industry was double that of a year ago. Aircraft manufacturing employment up 98%, machine tools 86%, explosives 63%, ship building 49%, armament manufacturing 28%. These figures will increase still more and spread to many other lines, and the payrolls will be spent for the things you produce.

★ The August total of engineering construction volume as measured by *Engineering News-Record* was the highest for any August on record. The percentage comparisons with other years will reach staggering proportions in coming

months as the buildings called for in the rearmament program get beyond the blue print stage. Many of these big contracts are broken down by states and cities in a new rearmament smoke stacks story in this issue. The *United States News* has estimated that nearly 36 billions of dollars are already earmarked for armament projects in the next six years, with 21 billion dollars in the next three.

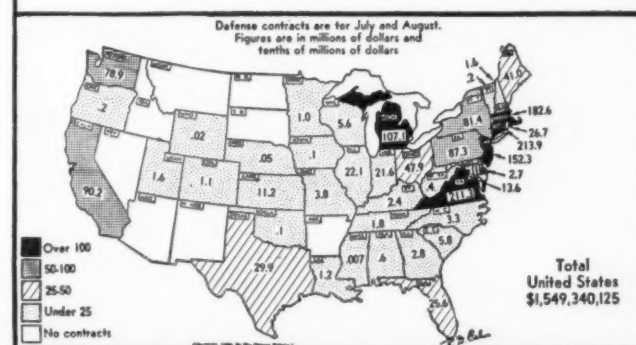
★ The effects of the armament expenditures are of course mirrored immediately in the checks which are drawn for the payment of materials, labor and professional services. SALES MANAGEMENT uses this quickly attainable financial data in compiling its running record of the High-Spot Cities. This feature, started quite modestly May 1 in a corner of the monthly page on income data, aroused so much reader enthusiasm and demand for additional data that it has been expanded over several pages starting on Page 56. In addition to regular monthly publication of the income sales index for all cities whose record equals or exceeds the national average, the editors have added current estimates of per-capita income in those cities.

## The Farmers Feel Better, Too

BECAUSE THE NEWS from the Armament-making industrial centers is so spectacular, there is a tendency to forget about the farmer—but that would be a great mistake for he is having an extraordinarily good year—one of the very best. The Midwest Farm Paper Group goes so far as to argue that for the year as a whole *the purchasing power of farmers' incomes will be higher than in 1929* and that this will be reflected in various indicators of trade in rural areas. The publishing organization reaches this conclusion by measuring the Department of Agriculture's forecast of a cash farm income for the year of 8.9 billion dollars against the lower taxes and interest charges and lower prices for the commodities farmers buy.

Many manufacturers and their advertising agencies are aware of this striking improvement in farm areas. A survey just completed by the Agricultural Publishers Association, in which they received replies from 175 advertising agencies, indicates a healthy gain both in the number of clients and the dollar amount of farm paper appropriations. Nearly

## Where Army and Navy Orders Have Been Let



one-third of the responding agencies state that additional clients will use farm papers next year while only 2% expect a decline.



It has long been a theory both of social planners and of hard-headed manufacturers such as Henry Ford that when one can unearth new strata of purchasing power, production of manufactured goods will go up. There seems to be a good illustration of the soundness of the theory in a recent study of 43,000 farm families which now have electric current on lines furnished by the Rural Electrification Administration. These families after an average length of electric service of 14 months showed the following percentages of use of important electrical equipment: Non-battery radios, 88; electric irons, 84; washing machines, 55; refrigerators, 32; toasters, 30; vacuum cleaners, 21; electric water pumps, 15; hot plates, 15; small motors, 15; poultry lighting, 11; cream separators, 8—and so on down the line of ranges, electric fans, milking machines and large motors.

## The F.T.C. Says "Naughty, Naughty!"

PREOCCUPATION WITH DEFENSE ACTIVITIES in Washington has not cut down the Federal Trade Commission's policing of trade practices. Among some of those hit recently are:

1. *Taking commission from sellers by a buying agent acting for a group of retailers.* The F.T.C. argues that it is perfectly all right for brokers selling on behalf of manufacturers to accept fees or commissions but that buying agencies must not take rake-offs from manufacturers when supposedly acting for retailers on the other side of the transaction.
2. *Allowing certain customers compensation for sales, services or warehouse facilities without making similar payments available to competing buyers.*
3. *Restricting popular-sized packages to favored customers, such as refusing to sell to druggists the unit sizes available in variety stores.* Indications are that the F.T.C. is going to get plenty tough on this practice.
4. *Use of words "custom built" or any similar words to describe stock products.*
5. *Use by any advertiser of terms like "factory" or "from factory direct to you" unless the advertiser actually owns and operates the plants in which the products are made.*
6. *Stamping of "Made on machinery imported from England" on goods with the words "imported from England" large and conspicuous and the words "Made on machinery" played down.*
7. *Use of any emblem to create a false impression—such as that a product is produced in a state or foreign country other than that in which it was actually produced.*
8. *Representing that you occupy a different or more elaborate place of business than you actually do.*
9. *Passing off factory-made products as home-made.*

It is well to remember—before damning the F.T.C. too severely—that almost always when it cracks down, it is the direct result of complaints made by competitors. Business men should recognize more widely than they do that the F.T.C. can be a business help as well as a business headache. The Research Institute of America says, "If your selling campaigns are ham-strung by competitors disparaging your product or making wild and false claims for theirs; if the effectiveness of your advertising is cut down by misrepresentation in your competitors' advertising; if you don't feel like using tricky selling schemes such as lotteries to match your competitors' selling methods; if you are placed at a competitive disadvantage because your competitors are getting a better break from supply houses—then you

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## Department Store Sales in the United States as Reported by the Federal Reserve Board



will find the F.T.C. ready to lend an attentive ear."

All you have to do is to get together some evidence of the unfair competition, some proof that the plan is unfair or phoney, submit it to the F.T.C. and an immediate move to stop the practice will follow.

## The Idea Corner

PERHAPS YOU WONDER AS WE HAVE just how the cigarette dollar is divided. Well, according to P. Lorillard Co., the farmer this year received 22 cents a pound for his tobacco and the government tax on that tobacco amounted to 81 cents. It takes an average of four pounds of tobacco as sold by the farmer to make a thousand cigarettes of standard size.



With the growth of unionization, it is strange that so few manufacturers make any capital of the fact that their goods are union made. We got to thinking about that the other day when listening to a Brown & Williamson Tobacco Co. broadcast. This company stresses in both publication and radio advertising that its products are union made and carry the tobacco workers' union label. Over at the New York World's Fair, the Crosley Corp. exhibits give as much space to displaying the Electrical Workers' Union label as it does to the *Good Housekeeping* Seal of Approval.



Executives of the Certain-teed Products Corp. were able to meet the entire national sales force of Certain-teed together with other representatives of the building industry, in just 120 elapsed hours. How? By telescoping the national meetings to five cities and covering the 5,500 miles by plane.



Bob Leavitt in a letter stressing the importance of getting the prospect's mind off a number of possible choices and persuading him to center upon one proposal suggests a simple and amusing laboratory experiment to prove this elementary principle of psychology. At the next cocktail party, pass the edibles. When you get to some weight-conscious lady who refuses further canapes, try getting her to consider—not eating—some one particular snack on the tray. By pointing out its brownness, crispness, its artful dusting with paprika, and so on, you can almost invariably get such a concentration on your product that before she realizes it, she has popped it into her mouth. Use no other arguments. Merely focus attention on one choice. The result may give you something to think about in connection with the selling and advertising of things a good deal more important than canapes.

SALES MANAGEMENT





Long



Greenlee



Nazzaro



Powell

**RICHARD E. LONG** has become general manager of Eagle Rubber Co., Ashland, Ohio, maker of rubber toys and novelties. For the past 12 years Mr. Long was with Seiberling Latex Co., Barberton, Ohio, where he served as purchasing agent and assisted in directing personnel work and plant production.

**WALTER R. GREENLEE** has been named sales promotion manager for the blend division of Schenley Distillers Corp., New York. The division brands include Schenley "Black Label, Red Label, Wilken Family, 94.8 gin." He joined the company in 1934.

**JOHN R. NAZZARO**, former sales promotion manager of Revlon Products Corp., New York cosmetic firm, is promoted to the post of sales manager of the retail division.

**JOE D. POWELL** has been elected vice-president in charge of marketing of Skelly Oil Co., Kansas City, Mo., succeeding the late W. T. Atkins. Mr. Powell was formerly assistant secretary and treasurer. His first job was as cashier of the First National Bank, Nowata, Okla. After his discharge from World War service, he joined Skelly in charge of credits.

## NEWS REEL



Winther



Sherr



Power



Drum

**ANKER WINTHER** has been named assistant general sales manager of York Ice Machinery Corp., York, Pa. After graduating from Stevens Institute of Technology in 1928 he entered the York student course. Since 1930 he has been with York's Cincinnati office as a sales engineer.

**ABRAHAM I. SHERR**, who has been secretary-treasurer and sales manager of Fownes Brothers & Co., New York, since 1936, has been elected executive vice-president in charge of sales and production. The latter will be geared up "to take care of increased demand caused by the closing of foreign sources."

**EARL D. POWER** succeeds B. L. Waters as president of Lyon Metal Products, Inc., Aurora, Ill. Founder Waters is now board chairman. Mr. Power, formerly vice-president and general manager, started with Lyon 12 years ago.

**CHARLES L. DRUM**, Chicago branch manager of Owens-Illinois Glass Co., Toledo, is promoted to western sales manager. He started working for Illinois Glass Co. at Alton in 1906 in the mold shop, and later was transferred to the company's new corrugated paper plant there. By 1925 he had risen to the post he now leaves.

*Photograph of Mr. Powell by Greystone*





# Policy Changes that Pulled Blatchford Back from the Brink of Bankruptcy

Eight years ago this old Illinois firm looked grimly at a sales curve that represented an all-time low in volume. Then they worked out a new approach to the market which brought business, during the fiscal year just ended, to an all-time high.

Based on an interview with

**J. E. SAMS**

*Vice-President and General Sales Manager,  
Blatchford Calf Meal Co., Waukegan, Ill.*

**B**LATCHFORD CALF MEAL CO., Waukegan, Ill., closed its fiscal year on June 30 with a volume gain of 57% over the previous year. That's 42% over its previous all-time peak—and the company has a history that goes straight back to its ancestral house, founded in Leicester, England, in 1800. Its all-time low, probably, was as recent as eight years ago. That year, with volume bogged down, general business conditions the worst since it came into existence, and facing problems it had never faced before, it got through by the skin of its teeth.

The year just ended found the company in the soundest financial position it had ever experienced; its profit position at an all-time peak.

The original business, grinding and mixing stock foods, was founded by one Howcutt, a pioneer in the industry. Shortly afterward Thomas Barwell entered the firm and it became Howcutt & Barwell. When Mr. Howcutt died, Thomas Barwell continued to operate, painting over his door, "Barwell, Seed & Cake Warehouse." Thomas Barwell sent his son, John, to Chicago in the early 1870's to insure supplies, Europe then being in the grip of wars.

John W. Barwell opened a branch of the business in Chicago, began the

manufacture of Blatchford's Calf Meal—merely because he liked the name of Blatchford—and, when his father died, closed the business in England. Manufacture was moved to Waukegan in 1900. John W. Barwell died, a few years ago, well up in his 80's. He lived to see the business, after its depression slump, rising to its former estate.

Why the fall and rise? Here are the facts as J. E. Sams, vice-president and general sales manager, relates them:

Conditions were changing so fast a decade ago that businesses were hard put to it to survive. Blatchford was producing 22 types of feeds for cattle, dairy stock, calves, pigs, sheep, poultry; in fact, for anything that ate. Mostly, in matter of bulk, they were made of corn or oats, ground, or cottonseed meal, or a combination of all these. Freight rates were advancing. The corn or oats originated on the farms.

In moving these feedstuffs to market the farmer sold them; then the buyer, usually a mill, took profit. The railroads took freight rates. The grains passed through the hands of progressive dealers and middlemen who exacted their tolls. They moved to the Blatchford mill—more freights and handling and the cost of grinding

and mixing.

After that the finished product began to move back to the farmer or feeder. The process was reversed—freights, handling costs, selling costs, distribution costs—with everyone down the line nicking off his bit.

"It got so," said Mr. Sams, "that it seemed the more volume we did the worse off we were. And, in spite of the depression, we had a lot of business. Then, about that time, engineers and designers began to produce small grinders. Small mill operators and feed mixers began to buy them. We watched all this with alarm because we could see, with grain going directly to some nearby mill and going straight back to the farm as feed—with no freights or middlemen to pay—there would soon be no place for us.

"For a considerable time we told ourselves, 'We are powerless to do anything about it. We can't stop the trend.'

"Steadily, we knew, we were slipping down the stream. Then, one day, a thought came to us. Why not find a way to go with the stream? Why not change our methods? Why not cast our lot with the small feed mixer? Was there not some way?

"Out of that thought came the solution. The key to our products were certain unusual ingredients which we

gathered from all over the world. These made up only from 5 to 10% of the bulk of our finished output. We knew from long experience where to find them, how to mix them scientifically; we long had had our own formulas worked out in our own laboratories.

"You've heard, no doubt, of St. John's Bread. The Bible tells how John the Baptist ate it for sustenance. It is the pod of the honey locust tree. It contains a sugar valuable for its alkalinity. We used honey locust bean meal, imported from the Near East, as one of our ingredients.

"Another was anise seed. Why? Because animals love it. Horse dealers have long known that a horse will follow a bag of anise seed 20 miles or more if it's hung from the back of a wagon. Pigeon fanciers know that if they sprinkle anise oil on their birds other pigeons will follow them to their home cotes to be caught and held. Hounds will follow a bag of anise seed for miles across country. A little of it mixed into feeds meant that the animals would eat it hungrily.

"We used foeungreek seed which has a strong appetizing effect when added to feeds and which renders the feeds more assimilable. Orientals, who desire fatness in their wives, have used it for centuries to plump them up. We used blood flour, special bone meal, certain selected minerals and other unusual and rare products.

"Why, we argued, couldn't we ship these prepared products to the small feed mixers and help them thus to make their feeds better and more complete? We could give it to them, say, in 100-pound bags, and this much, added to their ground grains, available nearby, might make a ton of feed.

"It appeared, at the time, that we

were junking a business that had been built up with endless toil for more than a century and a quarter. We'd have to change our entire method of manufacture; much of our method of selling. It seemed to be taking a long chance. In the end we decided to take it. When we did take the step we shortly found that we could make our most deadly competitors, the small feed mixers, our customers.

"It was a far simpler job, too, to sell to them than to sell feed through dealers. They manufactured and did the job of selling to the consumers. Instead of manufacturing 22 items we now make only three. Costs are reduced in many ways. The feed mixers are increasing in numbers, their volume and profits are growing and the farmers and stock feeders are getting more for their money.

"Because we have eliminated so much bulk and with it so much freight and handling costs and commissions all along the route, price competition is far less and we are now enabled to get a fair mark-up on what we sell. Some say we have accomplished a miracle. I think not. It seems to me that we only worked out a problem that beset us in a very logical manner. Now that it's solved it all seems simple enough."

Changing the product and turning to a new pattern in merchandising also turned the management of salesmen topsy-turvy, Mr. Sams explains. In the old days salesmen had little training. If a new salesman was wanted the first thought was to hire a successful salesman from some competitor. It was presumed, then, that he knew his business; at least, he ought to know his field. He was strictly on his own.

Now the Blatchford company looks for an entirely different type of men.

They must be willing to learn a specialized business. They're given careful training. Men without previous experience in the feed line may quickly prove best because they have nothing to "unlearn."

"One of the most serious problems facing an old company is to keep its sales methods from growing stale," says Mr. Sams. "Unless you watch out you'll get into a rut. We work with the calendar in revising our sales plan. Some new approach must be worked out with regularity. New sales methods and new sales weapons must be found. No salesman can go on and on telling the same story endlessly and retain his enthusiasm. He can't hold his edge. He can't keep at his best.

### Ingredients, Costs Stressed

"Basically the story we must tell is very simple and, in itself, seems unchanging. We must convince the small grinder and mixer that we, with our long experience, our knowledge of the unusual ingredients and where to buy them, can do for him a better job than he can do himself. We must convince him that what he has to sell, given our aid, will be better and more wanted. We must prove to him that because we buy in large quantities we can keep the costs to him down.

"We strive to find, every now and then, at fixed intervals, some new hook to hang the story on. Before we go into an advertising campaign or before we order point-of-sale promotion materials we make it a point to call in our salesmen. Advertising agency men come to the meeting. They bring the original artists' drawings. We show everything to the salesmen and ask them to knock holes in it. Sometimes they do.

"When it is all over the salesmen seem to feel that they've had a hand in building the promotion. When they've done that they can't, as some salesmen do, criticise it as being just 'bunk.'"

The Blatchford company does not call its salesmen "salesmen." It gives each man the title of sales manager. He has a territory and is responsible for the sales in it. These men sell to distributors and they act as sales advisors to them and their salesmen.

Distributors, of course, sell numerous other products. All, presumably, give them profits. Otherwise they wouldn't handle them. It is Blatchford's theory that these distributors should be encouraged to give as much of their time as possible to Blatchford products or feeds containing Blatchford products. To do this each year



Here's a point-of-sale display that sells Blatchford's Vitadine mix to the feeder — though you'd never know it. More than 4,400 mixers use Vitadine in their feeds . . . and Blatchford helps them tell their customers the story of balanced rations.



the company prints a "Dealer Gift Catalog." Profit-sharing credits are given to the distributor salesmen based on sales.

The prizes available consist of a variety of watches, traveling bags, movie and still cameras, sports wearing apparel, outboard motors, golfers' and fishermen's equipment, bridge sets, radios, bicycles and scooters, lamps, tables, sewing chests, book racks and many desirable items for the kitchen and dining room. The premiums consist of items likely to be wanted by all members of the family. The idea is to reward the energetic for giving special effort in the interest of Blatchford products.

"We compete for the distributor salesman's time," said Mr. Sams. "We want him to keep on thinking, all the time, of selling our goods. Our system of rewarding him has worked so well that last year we averaged three new dealers a day."

Out of its old line of 22 products the three that now make up the company's line are its original stand-by, Blatchford's Calf Meal; Blatchford's Calf Pellets; and Blatchford's Vitadine. The latter is the "mix" that goes to grinders and mixers. This, the newest product, evolved to solve

the problem which a few years ago threatened to overwhelm it, now comprises more than two-thirds of its total.

Vitadine today goes into an endless variety of private brand feeds—for every animal or bird on the farms—as well as Blatchford's own products. Vitadine is sold to mixers and dealers in every state, in South Africa, the Latin Americas and the West Indies. Continental Europe, since the war started, is a lost market. But even with this handicap, the Blatchford business now stands at an all-time record high.

More than 4,400 small mixers or dealers in the United States have been added to its list of customers since its new method was established eight years ago. When the plan was started the first sales came a bag at a time. It took three months to book the first carload order. Today the company estimates that its products are being used by more than 20 times as many people as under the old method.

If it hadn't revised its methods, learned how to turn a threatening collapse into success, Mr. Sams is frank to say, instead of being an outstanding success there might, very logically, be no Blatchford's now. Blatchford's foresight and fortitude scored.

time "and practically every other form of sales promotion," according to David J. Finn, RCA V ad. mgr. The campaign is the "largest in company history." Most emphasis is on Victrolas, though radios are by no means slighted, and the theme is "Choose the instrument the great artists choose." Illustrations show such Victor recording artists as Lauritz Melchior, Richard Crooks, Helen Jepson, Eugene Ormandy enjoying their Victrolas at home. Lord & Thomas is the agency.

### Del Monte Round-Up

California Packing Corp., San Francisco, is staging a "Fall Round-Up" sale on its Del Monte canned foods October 10. Twenty-four-sheet outdoor posters go up on that date in 250 cities. But before and after the date the company is taking color pages—and one double spread—in *American Home*, *The American Weekly*, *Better Homes & Gardens*, *Good Housekeeping*, *Household*, *Ladies' Home Journal*, *Life*, *McCall's*, *This Week*, *True Story*, *Woman's Home Companion* to talk about its pineapple, corn, peas and other canned foods.

Dealer display material for the Round-Up consists of a 17-piece kit of banners and posters, according to the San Francisco office of McCann-Erickson, agency in charge.

### "People's Choice"

"More men and boys wear Hanes Underwear than any other brand," P. H. Hanes Knitting Co., Winston-Salem, tells dealers in a portfolio detailing its 29th year of national advertising. Fall copy is running, or will run, in 870 newspapers, plus *Capper's Farmer*, *Country Gentleman*, *Farm Journal*, *Grit*, *Household*, *Progressive Farmer*, *Southern Agriculturist*.

The portfolio also describes tie-in ads, of which dealers bought more than 22,000 last year; and a campaign in *Life* for "Merrichild Sleepers," suits for kids up to 12 years, which have never before been promoted nationally.

N. W. Ayer, Philadelphia, is the agency.

### Velvet for Prof. Quiz

Velvet pipe and cigarette tobacco (Liggett & Myers Tobacco Co.) makes its radio debut October 1 sponsoring "Professor Quiz" on 68 Columbia Broadcasting stations. Time: 9:30-10:00 p. m., EST, and each Tuesday thereafter.

For the past four years the Professor has been on the air with his questions and answers, sponsored by G. Washington coffee, Kelvinator, Nash

## Advertising Campaigns

[ Old and New Products as Promoted in Newspapers, Magazines, Radio, Trade Papers, and Dealer Helps ]

### None Such

Borden's "None Such" mince meat starts advertising now that fly time is over and pie time has come again. Two-color half pages in *Life* and "extensive" space in 44 newspapers of 35 cities will talk about "mince pies that are spicier and fruitier."

Copy will run through October, November and December. None Such, the "only nationally advertised package mince meat," will be recommended by Elsie, the famous bovine belle, with the slogan "If it's Borden's it's got to be good." Young & Rubicam, N. Y., has the account.

### Master

Chicago Flexible Shaft Co., Chicago, makes Sunbeam Mixmaster, Sunbeam Shavemaster, Sunbeam Ironmaster and other electrical devices. (They should not be confused with the Toastmaster, pop-up toaster, of McGraw Electric Co., Elgin, Ill.)

Currently the firm is releasing a

heavy schedule in magazines in b. & w. half- and two-thirds pages. Included: *American Home*, *Better Homes & Gardens*, *Electricity on the Farm*, *Good Housekeeping*, *Ladies' Home Journal*, *Life*, *McCall's*, *S. E. P.*, *Woman's Home Companion* for the Mixmaster mixing gadget. Shavemaster, electric razor, gets space in *Esquire*, *Life*, *S. E. P.* Coffeemaster, percolator, copy appears in *Electricity on the Farm*, *Good Housekeeping*, *Ladies' Home Journal*. Ironmaster copy in *American Home*, *Woman's Home Companion*, *S. E. P.*

Perrin-Paus, Chicago, is the agency.

### Victrola

That RCA Victrola series, for victrolas, radios and combinations, is running in *S. E. P.*, *Collier's*, *Time*, *Life*, *Look*, *New Yorker*, *Esquire*, *American Home*, *Good Housekeeping*, *House & Garden*.

It is backed up by co-op newspaper ads with dealers, direct mail, radio



Motors, Noxzema, Procter & Gamble's Teel liquid dentifrice.

Liggett & Myers also sponsors Glen Miller and his swing band on 95 CBS stations thrice weekly, and Fred Waring and his band five times weekly on 86 NBC Red network stations. Newell-Emmett, N. Y., is the agency for both Chesterfield and Velvet.

### King Size Wings

Brown and Williamson Tobacco Corp. starts a series of dramatic sketches, "Wings of Destiny," on 65 NBC Red stations October 4. Time: 10:00-10:30 p.m., EST. Product: Wings king size cigarettes.

With the newcomer, B & W will have a half-dozen radio programs going: "Show Boat," for Avalon cigarettes; "Renfro Valley Folks," for Big Ben tobacco; "Uncle Walter's Doghouse," for Raleigh tobacco; "Plantation Party," for Raleigh — all on the NBC Red. "Paul Sullivan Reviews the News" is on 57 CBS stations five-a-week.

Russel M. Seeds agency, Chicago, handles the Wings soarings.

### "Speak, Women, Speak"

National Enameling and Stamping Co., Milwaukee, uses that headline urging them to "ask for Nesco kerosene heaters, stoves and ranges, built to your specifications," in a current campaign. Copy is appearing in 1,211 small-town newspapers, 55 city dailies, and *Progressive Farmer*, *Farm and Ranch*, *Florida Grower*, *Farmer Stockman*, *Kansas City Weekly Star*.

A 12-page tabloid was sent to 13,045 stove jobbers, dealers, furniture stores, etc., explaining the campaign, and illustrating mats and electros available for local tie-ups.

Reincke-Ellis-Younggreen & Finn, Chicago, is the agency.

### Gangbusters

William R. Warner Co., N. Y., maker of Sloan's liniment, goes on the air October 11 over 84 NBC Blue stations with "Gangbusters." Time: 9:00-9:30 p. m., EST. The program, which used to be known as "Gang Busters," is four years old and has served various other sponsors in the past. Most recently it was on Columbia's network for Colgate-Palmolive-Peet's Cue, liquid dentifrice. The rat-tat-tat of Tommy guns as the cops mowed down the robbers didn't seem to jibe with gurgly commercials about "smiles that invite kisses."

Sloan's liniment, with its locker-

room aroma, is a more appropriate backer. Sloan's has used the "crime does not pay" type of radio show before, presenting Warden Lawes and his tales from the Big House at Sing Sing a year or so ago. Phillips H. Lord, originator of Gangbusters, now produces it.

Warwick & Legler, N. Y., agency.



Carstairs Bros. Distilling Co., N. Y., says that this white rubber seal perched on bars is attracting plenty of attention. A hidden motor causes the ball to revolve and the fins to flap. Patrons who are tempted to throw him a tid-bit of fish are advised, by the bartender, to order another slug of Carstairs instead. Gardner Displays created it of Firestone rubber.

### Flashlight Batteries

Winchester Repeating Arms Co., New Haven, Conn. (a division of Western Cartridge Co.) is turning the spotlight on the long life and dependability of its dated, patented plastic top flashlight batteries. Space is scheduled for *Life*, *Collier's*, *American Boy*, *Open Road for Boys*, *Country Gentleman*, *Field and Stream*, *Sports Afield*, *Outdoor Life*, *Farm and Ranch*, *Progressive Farmer*.

Dealers are to be supplied with a floor merchandiser and a space-saving counter display, according to Edward Cave, N. Y. agency in charge.

### Wine Week

From October 13 to 20 the Wine Institute, San Francisco, splurges on a thumping promotion of "Wine Week." Some 247 newspapers have been scheduled to date, with possibly more to be added. Magazines on the list at present include *Life*, *Collier's*,

*Liberty*, *American*, *Cosmopolitan*, *Redbook*, *Vogue*, *Harper's Bazaar*, *New Yorker*, with perhaps more to come. The schedule is more than double that of last year's Wine Week.

Magazines will carry testimonials from prominent people, continuing the Institute's theme of removing the fussiness and fol-de-rols from vintage enjoyment. Both types of media will advise serving wine with dinner and between meals.

J. Walter Thompson, San Francisco office, is the agency.

### Trucks Are Ready

American Trucking Associations, Washington, D. C., has followed the lead of the air lines and railroads in a consistent industry co-op campaign. Starting September 28, the campaign, which will cost some \$400,000 a year, is now running in *Business Week*, *Collier's*, *S.E.P.*, *Time*, *Nation's Agriculture*, *National Grange Monthly*. A number of the 50 state and regional trucking associations affiliated with the national group will use tie-in copy.

Theme of the first series is the importance of trucks and highways in national defense. Headline of the first ad was "ready when and where you need 'em, Uncle Sam." Biow Co., N. Y., is the agency.

Association of American Railways, also in Washington, has for the past five years been telling the public of the high taxes paid by railroads, of their safety record, and other points, at a cost of \$600,000 or more yearly. Arthur Kudner, N. Y., is the agency. Air Transport Association, Chicago, has begun its second year of co-op twanging on the lyre of "It Pays to Fly." The campaign, financed jointly by air lines representing 80-90% of the industry, costs around \$400,000 a year. Erwin, Wasey, N. Y., is in charge.

### National Brands Week

Over 320 newspapers, 24 magazines, 243 radio stations will help promote Nationally Advertised Brands Week in the drug field October 4-14. A total of 110 products will participate compared to 97 a year ago. Drug chains operating 4,102 stores and 275 wholesale houses have signed for the event.

Last year about 40,000 of the nation's 60,000 drug stores joined in the promotion, and this year's total is expected to be larger. Basis for expecting an increase is that sales of participating stores last year rose \$3,802,000 from the same period in 1938 when no "week" was observed.



## How to Sell More Goods to Department Store Employees

If it's desirable to sell your wares to those others copy, it's even more desirable to sell them to the salespeople who sell other people. Here's a 12-point platform for reaching this sizable and important market.

BY JAMES C. CUMMING  
Grey Advertising Agency, Inc.,  
New York

**T**HERE are 492,000 employees on the regular, year-round payrolls of department stores. How much of your merchandise do they use themselves?

A survey made by the National Retail Dry Goods Association brought out recently that between 2.25% and 7.5% of a department store's total sales are made to its own employees. The average is 4.76%. The estimated volume of business done in 1938 by the stores constituting the "General Merchandise Group" of the Census of Business—mainly department stores—was \$5,100,000,000. Taking 4.76% of that, we have a business of \$242,760,000 done with retail employees—a sizable business in any man's language!

If a manufacturer is wise to sell the people other people copy, he is even wiser to sell the people who sell to other people. It is axiomatic that the man who sells can always do a better job if he is thoroughly familiar with the product he is selling. And how better can he get to know your product and its selling points than by using

it daily?

Further, the statement, "I wear this brand myself," or "This is the brand I use in my own home," carries a great deal of weight with most consumers who are trying to make up their minds which of two articles to buy. We admit that there are a few customers who respond negatively to this selling argument. They regard the retail salesperson as a member of a subservient class and they don't want to buy what the salesperson uses. Customers of this type are few and far between, however, especially in the smaller towns.

Most consumers look upon the department store salesperson as guide, philosopher and friend—as an expert in merchandise who can, if he will, save them money and lead them to complete satisfaction by leading them to the item that has been proved to be the best.

Furthermore, what the department store employee buys has a profound influence on what his relatives and friends buy. Let us restrict this sphere of influence, for the sake of our example, to an average of five people

The department store which encourages employees to patronize its counters not only realizes increased sales from that source, but maintains the good will of the customer who is undecided in the choice of a purchase and who often relies upon suggestions and opinions of the salesperson on items of different brands.

for each employee. We then have a total market of 2,460,000 people who can be reached *forcefully* by promotion to department store employees.

What types of merchandise are easiest to sell to department store employees?

The National Retail Dry Goods Association survey found that the departments most patronized by employees are (1) men's furnishings, (2) drugs and toiletries, (3) furniture, (4) hosiery, (5) women's and misses' dresses, (6) men's clothing, (7) housewares, (8) women's and misses' coats, and (9) shoes. If your merchandise falls under any of those heads, you will be swimming right with the current when you develop a plan for promoting it to store employees. Even if it doesn't you will still find that there is worthwhile business to be developed in this field. Store employees are like any other consumers. They buy anything they want—or can be made to want.

As to discounts, the majority of stores allow 10% on everything in the store, and 20% on clothes worn to or in the store. Aside from these discounts, however, few stores make any real effort to get the business of their employees.

And on this point the NRDGA makes a remark that is just as important to the manufacturer who sells through department stores as it is to the stores to which it is directed:

"Here," says the NRDGA, "is business that is relatively easy to secure, and is worth more than the actual dollars and cents received."

Leading retailers are well aware of the value of this business. E. I. Marks, vice-president of Macy's, New York, has emphasized repeatedly the impor-



tance to the store of having employees do their shopping there. Filene's, Boston, held a contest designed specifically to sell more merchandise to employees. Sears, Roebuck has a special department devoted exclusively to increasing sales to employees.

The Boston Store, Milwaukee, holds frequent fashion shows followed by special discount sales—both for employees only. Hecht Co., Washington, promotes specific items to store employees in the same manner and through media similar to those used for reaching regular customers.

On the other hand, the manufacturer who recognizes that this market exists, or who realizes its importance, or who does anything about it, is a rare exception. Most manufacturers have no regular policy whatever about sales to department store employees. They may even encourage their salesmen to sell at straight wholesale prices to store employees wherever they can, although this practice is frowned upon by leading stores.

What, then, can a manufacturer do legitimately to promote his product to this important market?

### Employees Are Consumers, Too

Here are suggestions for a program that can readily be adapted to the policies of most department stores:

1. Give the stores direct mail material about your product to send to the salespeople at their homes. This may take the form of (a) printed letters, (b) copy for letters, which the store will reproduce on its own stationery, or (c) illustrated mailing pieces. In any case, it must be written from the viewpoint of the employee, remembering at the same time that the employee is a consumer who must spend his good money for your product and who, consequently, must be sold.

2. Arrange for special discounts for the stores to offer their employees on special occasions, and for a limited time only. One manufacturer, for example, has had considerable success with an occasional *extra* 10% discount for one week only. The discount is in addition to the employee's discount regularly allowed by the store.

3. If you do organize a discount promotion of this kind, open it if possible with a store-wide meeting at which one of your representatives will be given an opportunity to talk briefly to all the store's employees. He can describe the selling points of your product, and explain the purpose and the rules of the promotion. However, we must recognize that promotions of this type must be limited to a few

classifications of merchandise with very broad appeal.

4. When you introduce a new item, a new model, or an important style change, give the store a bulletin for distribution to all employees playing up the news angle.

### To Show, To Place, To Win

5. If yours is the type of merchandise that lends itself to promotion through fashion shows, work with your retailers in holding fashion shows at frequent intervals exclusively for employees. Give the store a basic idea for the show, a script for use in putting it on and, if possible, a commentator to take charge of running the show. Be sure that plenty of emphasis is put on the fact that your merchandise is for sale to the employees, as well as on the selling points which they are to pass along to their customers. Otherwise they may regard the show as an educational rather than as a selling feature.

6. Give the stores ideas or complete material for displays which may be placed at points in the store where employee traffic is heaviest. These points include the employee restaurant (not all stores have one, of course), and the employee rest or recreation rooms and locker rooms.

7. Most stores won't place advertising matter in employees' pay envelopes. Why? Because the employee is likely to have heart failure before he discovers that the slip in his envelope isn't a dismissal notice. Stores, will, however, very frequently clip notices about your merchandise to pay envelopes, if you give them a suggestion. To take advantage of this medium, you may supply the store with a brief message about your merchandise for the store to mimeograph and attach to the pay envelopes. Or, if you want to be more certain that your suggestion will be carried out, you may print your advertisement and give it to the store ready to be attached.

### The Thought Brought Home

8. Many stores make sure their salespeople will see copies of advertisements of unusual importance by handing them to them at the employees' entrance as they go home at the end of the day. This is a practice that the manufacturer can follow advantageously. Print a strong selling message about your product in the form of a handbill, and arrange with the store to distribute your handbills to each employee as he leaves the store.

9. Similarly, the use of posters at the employees' entrance is an excellent

way to reach retail salespeople. Often the store can be induced to prepare the posters in its own sign shop from copy you suggest, provided they are a part of a broad, store-accepted program for selling more of your merchandise to the store's employees. On the other hand, your posters will have more attention-value if you print them in quantity and supply them as needed to each store that adopts your plan. Like your other employee selling material, your posters should be very brief, but they must state clearly what you are selling, why the employee should buy it, in what department it is sold, how much it is and what discount applies.

10. Are you working with stores that have house magazines of their own? If you are, you may be able to arrange to run advertisements in them—or at least special inserts—announcing special promotions of your merchandise to employees. The stores that will permit this are not many, but the medium is sufficiently important to warrant an attempt to get into it.

### Extra Help, Extra Sales

11. Remember that in this day of limited working hours for store employees, an increasingly large proportion of retail workers are "extras" or "contingents" who work a few hours a day only. Generally these contingent employees are housewives who want to augment the family income, or girls who live at home and want to earn spending money. They have money to spend, and they will spend it on your product if you sell it to them. Most of the promotional vehicles we have already mentioned for reaching regular employees will also reach contingents. However, since their hours are not the store's regular working hours, they will usually miss store meetings, and they will not get the material you hand out at the employees' entrance. Therefore, a special mailing to contingents should be an important part of your program.

12. The management of your sales to employees of stores is very important. You should keep careful records of employee business, store by store, just as you record your sales to any other market. And you should make every effort to see that your sales to employees in each store with which you are working show a steady year-to-year gain.

Most of the points we have outlined here represent the media through which retail employees can be reached most profitably with selling messages about your merchandise. To use these media to best advantage re-



quires the development of a selling idea adapted to the specialized audience you are addressing. This idea may be of the promotional, at-this-price-tomorrow-only type, in the use of which the stores themselves are past masters. Or it may interpret your merchandise in terms of the employees' own problems. A manufacturer of comfort shoes, for example, might reach store employees very successfully with advertising material that tells the salesgirl who must be on her feet all day that she won't be too tired to dance all evening if she wears your shoes.

To whom does the manufacturer have to present a program of this kind? The merchandise manager in charge of the group of departments in which your goods are sold is the best person to get behind it. He has the imagination to see the possibilities of the plan, and he has the authority to put it into operation. He should be approached through the buyer to whom you sell regularly. He will probably call in the head of the store personnel department to hear your plan and to help him carry it out. He

may also invite the controller to hear your story, particularly if special discounts are involved.

A word of caution: In the promotional material you prepare for retail people remember that they may be addressed as "salesgirls," as "salesmen," as "salespeople," as "employees," as "co-workers," but never, never, never as "clerks." The word *clerk* makes most department store salespeople see red. When you use it, they feel that you are talking down to them, that you are classifying them as servants. And while they may buy your goods in spite of it, they will certainly hold it against you!

Finally, remember that you are doing a double-barrel job when you promote your merchandise aggressively to department store employees. First, you can develop a very substantial volume of business. And, secondly, by putting your product and its selling points conspicuously before the people who will sell it, you can do an impressive educational job. What other form of promotion could you undertake where the rewards per dollar invested can be as high?

ence to strictly mechanical exhibits as productive of stronger and more lasting impressions. It puts the idea into practise in all of its educational and selling activities and publicity, whether it desires the impression to be made on its own sales staff, or on the general public.

Shell's 1940 exhibit, now starting to play the western fairgrounds, seems to be scoring a record hit. It is a rollicking skit between a Shell dealer and the dizziest young screwdriver that ever wormed his way into a service station. This flighty individual is a ventriloquial dummy whose wisecracks and capers smack strongly of Charlie McCarthy. The gags fly thick and fast and the potential-customer-spectators get a big kick out of it. The show ends with the wooden-headed throttle-pusher reforming and joining Shell's Share-the-Road Club.

The entire playlet is a rapid-fire affair from start to finish. Aim was not to have a dull moment, and the audience responses seem to point to success. Entertainment and selling are cleverly blended, every spectator being forcefully reminded that local Shell dealers are headquarters for Shell's national Share-the-Road movement.

#### It's Vaudeville in New Dress

"Anyone who wants to know what has happened to vaudeville can find out by looking up a Shell exhibit at his local fair if he lives in any one of 14 key points in the western states," comments Mr. Landis. Persons who do this report that vaudeville is doing fine—in its new guise of advertising and selling. Specialty acts of all kinds are getting a break in this "theatre of advertising." Commercials are eased in by a painless though potent formula.

According to the company, "this info-tainment type of commercial is a sure-fire hit for both the exhibitor and the public. From a dollars-and-cents standpoint these shows are a good advertising 'buy,' totaling thousands of exposures per spot. In addition, they enable local representatives of the company to participate actively as a part of their community affairs."

This season, Shell is appearing at 14 major fairs throughout the West: San Bernardino Orange Show, Santa Barbara County Fair, San Joaquin County Fair, El Centro, California State, Oregon State, Los Angeles County, Western Washington, San Mateo County, Monterey County, Fresno District, Pacific International Livestock, San Diego County and Arizona State fairs.

Every year, the Company adds to the list, encouraged by the reception of its info-tainment exhibits.



A dramatic scene from the Shell exhibit at the Fresno County Fair—typical of the rollicking skits this company is now employing to tell its message.

## Shell Wows County Fair Visitors with Live, Lively, "Info-Tainment"

Oil is no longer a humdrum subject at 14 Western fairs, where snickers combine with sales in "S. R. O." exhibits.

ONCE visitors to county fairs passed up oil company exhibits to cluster around more lively displays. They had seen prosaic cans of oil before, and they had read any number of posters on the virtues of rival oils and gasolines. Oil is a dull subject—or was. But no longer. Shell Oil Co. exhibits at

major fairs throughout the West are getting record crowds. The reason? What Advertising Manager R. G. Landis of Shell, San Francisco, aptly calls "Info-tainment" (informative entertainment).

Info-tainment isn't a new idea with this company. Shell has long been an advocate of the "live show" in prefer-



"Now this is a free country, and you can vote as you like, but . . ."

## Profit-Sharing Versus Straight Salary for Company Executives

A variable bonus based on earnings is proposed as a means for controlling fixed overhead and offering incentive to those in key positions.

BY GEORGE T. TRUNDLE, Jr.  
*President, Trundle Engineering Co.,  
Cleveland*

**I**N these days, when in so many industries increased activity and production are accompanied by a growing complexity of problems and a mounting uncertainty as to the future, the question of how much and on what basis executives should be paid seems indeed difficult of solution.

With volume of business rising, with responsibilities increasing, and with the probability of growing earnings, increases in executive salaries might appear well justified. But suppose the picture suddenly turns the other way? A host of swift and sweeping changes have already overtaken the world in 1940. Is there any assurance of a con-

tinuity of good business sufficient to warrant salary increases?

Here is the danger—for salaries tend to become frozen.

Salaries raised in good times hold over into bad times and saddle a company with a burden too heavy for it to carry. In such periods some executives, being only human, tend to devote their major efforts to protecting their salary levels rather than the best interests of their companies, thereby penalizing the stockholders.

This is unfair. But it is just as unfair to hold executive salaries at unreasonably low levels in good times.

The point is that our whole plan

of executive compensation has been too inflexible. Salaries are still being calculated on a yearly basis, in a time when nobody knows from month to month what is going to happen, and a company may range within a single year from maximum production and sales to minimum production and vanishing markets.

In most companies the men in the plant are paid upon a basis of current activity, not upon an annual basis. When times are good and production and earnings are up, they work full time at full pay. In peak periods, overtime adds still more to pay checks. When times are bad and production and earnings are down, the number of hours worked per week or per month are reduced and the pay per week or per month goes down proportionately.

Of course the executive cannot work on a time basis. But that does not mean that his rate of compensation cannot be adjusted to current conditions, just as are the incomes of the men in the plant.

### Elastic Executive Salaries

There is a comparatively simple method whereby this principle can be put into effect. This method consists of throwing out the window the old idea of a fixed yearly salary and basing executive compensation upon monthly earnings.

The plan I suggest is as follows:

The executive's base salary is set at a low figure—a figure, let us say, which the company could afford to pay in bad times when earnings are at a minimum. Then, as times get better and earnings increase, the executive receives, in addition to his base salary, an amount directly proportional to the increase in earnings.

The extra amount to be received above base salary would vary with various executive positions. In the lower income executive group, the question of security and living standards must be considered. Base salaries must not be set too low—and, conversely, increases, when earnings rise, would not be so high.

In the case of top executives, comparatively low base salaries are sufficient to provide security and reasonable living standards, and the important consideration is one of incentive. Therefore, base salaries of top executives can be set at a level lower in proportion to the job than is the case with junior executives, and salary increases, as earnings go up, stepped up at a higher rate.

As an underlying principle of the whole plan, it should be recognized



that shareholders are entitled to a reasonable profit. In fact, the arithmetic of the plan starts at that point.

Suppose we take the hypothetical case of a company—in order to simplify the illustration—a reasonably small concern. Jones is president; Smith is plant manager; and Brown is secretary.

Suppose as of today President Jones gets \$10,000 a year (\$833.33 per month), Plant Manager Smith gets \$5,000 a year (\$416.67 per month), and Secretary Brown gets \$3,000 a year (\$250.00 per month).

To put the new plan into effect, let's turn first to the stockholders. How much money is invested in the company? What is a fair minimum annual dividend return on that money? Suppose the answer is \$24,000 a year.

Now comes the all-important question. In order for the stockholders of that company to realize an annual return of \$24,000 in a bad year, when production and sales are low, how much reduction would have to be made in the present salaries of Jones, Smith and Brown?

Let us assume that calculations disclose that in order to maintain earnings of \$24,000 a year in a bad year, Jones's salary would have to be cut to \$5,000, Smith's to \$2,500, and Brown's to \$1,500.

### Making It Safe on Base

Theoretically these should be the base salaries set up under the new plan. But practically this is not possible, because it hits Smith and Brown too hard. Jones could probably get along one way or another on \$5,000 a year—but Smith couldn't make the grade on \$2,500, and certainly Brown would be in a predicament on \$1,500. Therefore, allowing for necessary living standards, let's set Smith's base salary at \$3,000 (\$250.00 per month) and Brown's at \$2,400 (\$200.00 per month)—keeping Jones's base at \$5,000 (\$416.67 per month).

Remember these salaries represent all that the company could afford to pay these men in a bad year and still make a minimum return to its stockholders. These are bottom figures. Now let's pass on to what happens as business gets better and earnings go up.

As president of the company and the man chiefly responsible for its fortunes, Jones should be given the maximum incentive. Minimum earnings are figured at \$24,000 a year—\$2,000 a month. Suppose that for every monthly increase of \$500 in earnings Jones receives an increase of 15% of his salary, or \$62.50; Smith received

an increase of 10%, or \$25.00; and Brown, 5%, or \$10.00. These increases would total \$97.50, still leaving \$402.50 out of the \$500 for stockholders.

Suppose in one month the company doubled its earnings, by comparison, to the original base. This would mean, to say the least, merely getting back toward normal, since the earnings figure upon which calculations are founded is that for a very bad year. In that case, the president would receive \$250.00 more, or \$666.67; the plant manager would receive \$100.00 more, or \$350.00; the secretary would receive \$40.00 more, or \$240.00. And there would still be \$1,610 of the increased earnings left for the stockholders.

### Streamlined Earnings

Now suppose the company really went to town and made good earnings—four times, let us say, the original minimum. This would bring Jones up to \$1,666.67 a month; Smith up to \$550.00 a month, and Brown up to \$320.00 a month. Note that these figures would be substantially higher than the fixed salaries of \$833.33, \$416.67 and \$250.00 originally in force for these men. But they would only get these larger salaries, if and when there was plenty of money to pay them—and the amount of these salary increases would be only a fraction of the amount of increased earnings going to the stockholders.

Of course it must be borne in mind that "earnings" in the above illustration are not quite the same thing as

"earnings" in the usual sense of the word. The keeping of base salaries at minimum levels increases the amount of monthly "earnings" available—and these earnings are then distributed partly to stockholders, as dividends, and partly to executives, as additional compensation.

### Shares and Share Alike

The plan here outlined does not of necessity need to stop with executives. It is possible to continue it through to department heads, office employees and even plant employees.

Of course the application of this plan to any particular company depends upon the nature and circumstances of that company. But it is my firm belief that in most concerns it could be adapted with very considerable success. In my own experience, I have seen variations of this plan put into effect in a number of manufacturing concerns differing widely in size, in operations, and in nature of product. The result has proved satisfactory both to stockholders and to salaried executives and other employees.

Certainly, in these days especially, this plan presents a method whereby executives can share, and share properly, in good business as business moves uphill, without the danger of committing a company to salaries which would prove too high after business again started downhill. It puts both stockholders and executives in the same boat, sharing the same fortunes. At the same time it provides a real incentive to management and a real protection to stockholders.

G-E's "Package Kitchen"—Complete equipment for electric kitchens is now marketed by General Electric in single units for installation in apartments or separate dwellings. As shown in picture at the right, all major kitchen services are covered: Cooking, refrigeration, sink with plumbing fixtures, storage space for food, dishes and small appliances—everything within easy reach from one position. These units are produced in six sizes . . . to be sold and installed as one appliance. It's General Electric's newest step-saver and developer of kitchen appliance sales.







*a Call Ahead...*



## saves a lot of CALL-BACKS

Before you take your next trip, *send yourself ahead by Long Distance.*

You'll be more welcome when you arrive—because you're *expected.*

You'll save yourself long lobby waits.

You'll be better prepared for interviews.

You'll avoid wasted visits if prospects are out of town or out of the market. Save time—and expense.

*Whenever you travel, whatever your job, for efficiency's sake remember: telephone appointments prevent disappointments!*



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*Whenever you travel, whatever your job, for efficiency's sake remember: telephone appointments prevent disappointments!*







Mother Nature dips her brush in Autumn's pot of ochre, to tint the tips of Summer-weary leaves. A log is on the andirons and the pungent smell of wood-smoke is wafted toward the rafters and the eaves. Yep, here's brown October . . . for *my* money, the pick o' the pups.

\* \* \*

As this is written, both Mr. Roosevelt and Mr. Willkie have come clean on the question of conscription, and that issue can be omitted from the campaign. Either candidate would have been mad to have played politics in a world crisis.

\* \* \*

Ed Pope, the Yankee Quipper, writes: "Does that government man who tests scales and measures in meat-markets, etc., exercise the rite of weigh?" I see your pint, Ed, if we're going to descend to such puns.

\* \* \*

Writes Gordon V. Kuehner, superintendent of agencies, The Travelers Insurance Co., Hartford: "In the August 15th issue, the Scratch-Pad asks who first said: 'It is later than we think.' You will probably get a deluge of replies, but my understanding is that those words appear in Sanskrit on a very famous old sun-dial somewhere in India. I have heard it so referred to by people in widely scattered parts of the United States and Canada."

\* \* \*

Newbold C. Goin, s.m. of the gearing division of Westinghouse at Pittsburgh, confirms the foregoing: "This quotation was put on a sun-dial by some cantankerous old individual in the 16th century as a motto. I distinctly remember seeing a story of how this motto was applied, but am unable to locate any reference in my own library."

\* \* \*

F. Stirling Wilson, Chief of the Business Information Service, Department of Commerce, Bureau of Foreign and Domestic Commerce, Washington, D. C., writes: "I lost your Baltimore address, so 25 guys will beat me in answering your plea for a memory-refresher on 'It is later than we think.' If I am not mistaken (and I often am, my wife tells me) that was the secret

password of the Jacquerie in the French Revolution, only it went like this: 'It is later than you think.'

"Seriously, I was much interested in your comment on that line and can't help wondering what brought it to your attention. It has fascinated me

almost to the point of having it hung up over my bed. For years, I have been muttering it to myself . . . so much to do, so little time to do it. By the way, whether it was authentic French Revolution or not I don't know, but Dickens used it in 'The Tale of Two Cities.' Maybe it was his own invention and, if so, one of his best."

\* \* \*

Wm. J. Lewis, of Ready-Jell, Troy, N. Y., writes: "'It is later than you (not 'we') think' is the title of a poem by Robert W. Service. The line also appears in the seventh stanza of the same poem:

'Ah! The clock is always slow,



IT'S a new and bigger show that the South's agriculture presents today! Now there are three main rings—Livestock, Cotton and Tobacco. And Livestock not only occupies one of the main rings in the show but has performed so sensationally that it took over top position in the billing two years ago!

Around the big tent there are a wealth of smaller but not-to-be-missed shows—fruits, vegetables, grain crops, forest products, etc.

"IN THE RURAL SOUTH, IT'S PROGRESSIVE FARMER"

it is later than you think'."

\* \* \*

It is later than anybody thinks, so I'd better get on with my scribbling. That was a pertinent play-on-words by the *Ladies' Home Journal*: "100,000-yard dash . . . to seersucker."

\* \* \*

Tree surgeons, come to think of it, are "branch" managers.

\* \* \*

L. C., of Toledo, sends the following: "The menace of the Roosevelt campaign does not lie in the third term, but in the state of mind that could desire four more years of Roosevelt in the White House, four more years of personal government, four

more years of presidential lawlessness, four more years of autocratic rule, four more years of executive contempt for Congress, courts and Constitution, four more years of centralization, four more years of wanton extravagance, of denunciation and demagoguery—in the state of mind that wants the new national aims, that wants a Federal interference with every form of human industry and activity, that wants the States stripped of their powers, that wants the minority deprived of all safeguards against the tyranny of the majority, and bureaucracy substituted for the Bill of Rights." Brace yourself. According to L. C., the fore-going is from the old New York

*World* of January 2, 1912, and was aimed at *Theodore* Roosevelt!

\* \* \*

Mail continues to trickle in on the "It is later, etc." quotation. Francis X. Marshall, of Cleveland, confirms both the Robert W. Service and the sun-dial sources.

\* \* \*

From a source that shall be nameless comes a promotional piece, the most printable section of which reads: "Confidentially, our competitors are a bunch of b-s-a-rds." Without the elisions.

\* \* \*

Jim Shirreffs, of Los Angeles, clips a piece from *Automotive News of the Pacific Northwest*, headed: "A word for good packaging." It tells of a medical student who was asked to give four reasons why mothers' milk is better for babies than cows' milk. His answer: "It is fresher, it is cleaner, it is easier to take to a picnic and it comes in such cute containers."

\* \* \*

New York's Bonwit Teller has a special department for expectant mothers called the "Anticipation Shop." Competitors may be hard put to find a name as good as that. Maybe we can help them. How about "Bulge and Budget"? Or "Front and Center Dept."? Or "Coming Events Dept."? Any suggestions? Keep it printable!

\* \* \*

In this modern world, I sometimes think that only the totally deaf enjoy total sleep. That is just a surmise and I have no wish to test its validity. And there's no use crabbing about noise. We *might* have an air-raid every night, like poor England.

\* \* \*

I have a saying about a local restaurant that they *mine* the food. You give your order and the waiter disappears. You picture him putting on a miners' lamp helmet, grabbing a pick and going down in the shaft. Eventually, of course, he returns, looking vaguely familiar.

\* \* \*

Capsule Caricature: "She had a turned-up nose that offered ideal clearance in eating corn-on-the-cob."

\* \* \*

Twisting a familiar business saying, Europe is "just one big unhappy family."

\* \* \*

"All the world's a stage," I clinched. "Full of bad actors," piped up the smart little secretary.

\* \* \*

Polite name for a sweat-shop: "Perspiration parlor."

T. HARRY THOMPSON



The producers of the South's great agricultural show, the farm families of the South, are of course cashing in on their new and more diversified production. In each of the last four years their cash farm income exceeded Two Billion Dollars, and for the first quarter of 1940 it was nearly 11% greater than for the same period of 1939.

Your ticket of admission to the great Southern farm market is *The Progressive Farmer*. And the price is less than 1/3¢ per page per family.

**Progressive  
Farmer**

BIRMINGHAM  
RALEIGH  
MEMPHIS  
DALLAS

OCTOBER 1, 1940

[ 29 ]



# Moving Picture Contest Pulls 35% Increase in Sales for Squire's

Salesmen fought tooth and nail to win home movie outfits after their interest had been whetted through a film made in the firm's own sales department showing the daily routine.

**A** MOVING Picture Contest sponsored by the John P. Squire Co., Boston, Mass., increased the sale of sausage products approximately 35%. This sales rise is noteworthy because the company drives for business all the time and because it was accomplished in a keenly competitive market.

The company offered three movie camera and projection outfits to the salesmen producing the highest sales increases in its line of 90 sausage products, which represents about 25% of the total number of meat products produced by Squire's. These products are sold throughout New England by 100 salesmen working out of headquarters and seven branch offices.

## Priming the Salesmen

An important factor in developing interest in amateur movies came in the advance preparations which started—all unknown to salesmen—several weeks before the contest announcement. H. M. Lester, sales manager, realized that the men would be keenly interested in owning one of the outfits, if they could see themselves and their associates in an amateur movie in color. Whereupon, the company's sales and advertising departments took a complete 1,000-foot film of the men and their daily routine.

First scene showed Mr. Lester and his assistants in round table discussion of the contest; next came a large card giving sausage sales in pounds for the period preceding the contest; then a large group of Boston office salesmen with a display of the 90 sausage products to be emphasized.

Shifting to the outside, they filmed 46 trucks as they left the plant for their day's work. Then, bent on getting a "million dollar smile," the photographer drove out to the country to meet a salesman who has just such a smile. Taking the dealer into his confidence, the photographer set up a special display of the 90 sausage products inside the store. When the salesman came, he was filmed driving up to the store, entering the store where he was greeted by the dealer. Sales-

man and dealer then looked over the attractive sausage display.

Shots were taken of several stores, their proprietors, personnel and displays. Finally, Mr. Lester told one salesman of the approaching contest so that he could be pictured walking out with a camera and projector and being welcomed at home by his wife and children. This last scene drove home the fact that successful salesmen would walk home with the outfits.

## Men Surprised into Action

Just about the time the salesmen had forgotten about these movies, Mr. Lester announced at a sales session that a new contest was to start. The lights were switched off—the movie shown. The men were surprised and elated. They had been made to *want* one of the outfits.

Outfits were given to the salesmen ending the period with the largest number of points, each point representing 1% of each man's quota. If a salesman reached 150% of his quota, he earned 150 points.

Awards were made to the top man in each of three contest divisions, lined up as: 41 men in the Metro-

politan Boston area, 25 in the country group working in smaller centres and suburban areas, and 30 working out of branch offices. With these divisions, Squire's equalize effort and distribute three rather than one top prize.

Contest quotas, established for the four weeks, were divided into weeks and again into days, so that daily progress could be checked against the daily proportion of the quota. Daily records were made on wallboards in each main and branch office. Salesmen who showed greatest progress were invited to talk at sales sessions to tell of their methods and to give their fellow salesmen a touch of enthusiasm.

This competition gave the management an excellent opportunity to talk up the use of advertising and dealer helps, the trimming of windows, putting in floor and counter units.

Instead of delivering these materials, Squire men are urged to set up the display, trim the window or affix the window poster.

New displays are always adequately presented to the men at regular sales sessions. Complete window trims are set up and explained step by step so that they may be easily duplicated. Advertising helps are allotted, five to a man; while this number is greatly insufficient, Squire's wants its salesmen to reorder voluntarily, a practice that implies greater value and prevents indiscriminate distribution of these aids.

## Check Halts Display Waste

To check the degree to which salesmen used these materials, the advertising manager gives the sales manager a detailed list of materials supplied each man. After allowing reasonable time, headquarters office telephones several dealers, inquiring how they liked the units. While answers are generally of a pleasing nature, an occasional response is that the salesman left it in the back room and the dealer hasn't had time to set it up, which indicates that the salesman is not following instructions to set up displays.

To meet one of the most common excuses for such a situation—"I don't have time"—Mr. Lester has the effective comeback that such displays may be installed during waiting time, thus turning wasted minutes into sales boosters.

This Moving Picture Contest was one of a series of monthly competitions based on the same setup. The top salesman of the year is given a 10-day, all-expense trip to Chicago.



"Some man answered and said he was busy!"



Retailers of  
DALLAS  
Check.....

**Good** ✓ ....on  
Fall  
Business

In response to a confidential inquiry from the East, five outstanding Dallas business institutions have indicated what, in their opinion, is the anticipated business for fall.



Poor Fair Good

The News' <i>Leading</i>	DEPARTMENT STORE Advertiser	... .. ✓
" "	MEN'S WEAR STORE Advertiser	... .. ✓
" "	WOMEN'S WEAR STORE Advertiser	... .. ✓
" "	GROCERY CHAIN Advertiser	... .. ✓
" "	DRUG CHAIN Advertiser	... .. ✓

(Names of Stores Available on Request)

## Here Are a Few of the Reasons

The State Fair of Texas, October 5 to 20—with public interest and patronage indicated at new high levels.

. . .

620 new industries in last six months—the greatest 6-month period in history of Dallas.

. . .

New 7-million-dollar plant at Dallas for North American Aviation, Inc. Also improvement or building of airfields in Dallas and other cities of trade territory.

A new million-dollar U. S. naval aviation base at Dallas to train 1,200 fliers a year (1 of 16 such bases in U. S.).

. . .

First unit in Dallas of new \$500,000 chemurgic industry for processing East Texas yams.

. . .

Increase over previous government estimates in Texas cotton farmers' income of about \$26,000,000 due to favorable weather.

*Sell the Readers of The News and You Have Sold the Dallas Market*

# The Dallas Morning News

Representatives: JOHN B. WOODWARD, INC. Member Basic Newspaper Group, Inc.

Affiliates: The Semi-Weekly Farm News, The Texas Almanac and State Industrial Guide, Radio Stations WFAA (50,000 watts) KGKO (5,000 watts)



Because the "Magic Keg" is apparently an ordinary keg out of the warehouse, these three surprised salesmen will pay heed to its selling spiel.

## Columbia Steel Makes Nails Exciting by "Blitz-Keg" Promotion

What product could be more uninspiring than carpenters' nails? Yet a cleverly staged stunt with a "talking nail keg" at jobbers' meetings is providing amusement, mystery and increased sales for this western subsidiary of U. S. Steel.

**I**T isn't easy for a manufacturer to get the sales staff to put year-round drive into the selling of such an uninspiring item as nails, and perhaps even more difficult is the salesmen's job of getting the dealer excited about buying one brand of nails rather than another.

Columbia Steel Co., San Francisco, which sells in seven western states, gave some thought to this problem and emerged with what came to be called a "Blitz-Keg" on nail promotion. This took the form of a talking nail keg that dramatizes nails and also focuses attention on the keg itself, which has an excellent selling point.

The patent keg is already familiar to the trade. Known as the Red Arrow E-Z Opener Safety Keg, it has a special top, secured with duplex heading nails, that make it possible to open the keg without bashing in the head. The top is replaceable with the duplex heading nails. There are no protruding nails inside the keg top—an important feature for contractors and carpenters, for the opened keg is a source of supply on building jobs

where scratches and lost-time accidents are hard on the pocket book and painful to the arm or hand. To dramatize this keg and its contents, both to the company's own sales force, and to some 12,000 dealers, contractors, manufacturers, packers and other keg-lot users, was a job for the sales department.

The talking keg, later nicknamed the Magic Keg, was developed and introduced by Columbia, western subsidiary of United States Steel Corp, to accomplish this objective.

At first the Magic Keg—which literally lets the nails speak for themselves—was intended to stimulate the company's salesmen. The stunt was introduced at sales meetings and took so well that the salesmen themselves asked to be able to use it with their trade. Five of the talking kegs were built and made available for sales meetings of steel jobbers and building material distributors.

In these meetings, when the agenda reaches "Nails," a spotlight focuses on a nail keg. This familiar container is readily recognizable as a U. S. S.

Columbia Nail Keg owing to distinctive markings on the top hoop. At some meetings a small portable stage displaying Columbia's name has been used, but aside from that, the keg is unadorned and appears to be just an ordinary keg of nails out of the warehouse.

Without any introduction the keg starts to talk. It gives an eight-minute spiel emphasizing certain selling points—such as the E-Z Opener Safety Keg—and relating interesting facts about the manufacture of wire nails. Audience interest and excitement is keyed up by the use, in the presentation, of sound effects such as sirens, music, hammer pounding, and the ear-splitting din of a battery of nail machines in operation at Columbia's Pittsburgh (California) plant—described by the talking keg as the only nail mill on the Pacific Coast.

Construction details of the Magic Keg are simple. The machine is actually a keg out of the warehouse with the nails dumped out and replaced by a high quality recording mechanism. This recording and amplifying equipment was built to order for the keg with a loud speaker grille at the top so that it is not visible when the top of the keg is above eye level. The speaker grille is hinged to provide access to the turntable for setting the recording or changing needles.

### Remote Control Magic

Accentuating the effect of magic is a remote control device, made possible by a starter button on a long concealed cord. Thus, the talking keg appears to take the floor and speak its piece without any outside prompting or assistance.

Columbia's sales district executives and their staffs received the Magic Keg with such enthusiasm that there was no problem in getting them to put it to the most effective use at jobber and contractor sales meetings. Customer acceptance has been equally gratifying.

Columbia's sales promotion division reports that this employment of showmanship has proved an effective solution of the problem of advertising a product that does not readily lend itself to advertising and promotion.

Along with the device, a "Direct Nail" campaign of letters to 12,000 nail users publicized USS nails and the keg's selling points; metal nail charts and cardboard nail calculators were distributed to dealers; a nail pad novelty was provided for the cement-coated nail market; and localized periodical advertising was used for the period of the "nail Blitz-Keg."

# Marketing Flashes

[Hooray! Catsup Bottle Breaks with Tradition—]  
[First Aid to House-hunters in a Strange City]

## No-Spank Catsup

Catsup bottles heretofore have had a long neck with a small opening. Spanking the bottom to get out a slug of catsup—which usually gushed either too much or not enough—was a universal dinner-time sport.

P. J. Ritter Co., Bridgeton, N. J., 86-year-old packer of condiments, has brought out "Buffet Bowl" catsup and chili sauce in a jar that is as spankless as a spoiled child. The two are combined in a "kondiment kit" of blue and yellow cardboard, with a carrying handle, or the fish bowl jars are sold separately.

The jars, by Owens-Illinois Glass Co., have no labels, being identified only by the lid. Hence they look well on any table. Their wide mouths make it easy to spoon out the contents. Stocky in shape, they won't tip over, and they fit into a refrigerator conveniently. With these obvious advantages in the package, Ritter also boasts of exclusive rights to use McIlhenny tabasco sauce in flavoring catsup and chili sauce. Ritter plans an extensive merchandising drive to introduce the new jars.

SM's survey of what housewives dislike about packages and containers (made last year) was "the inspiration" of the new jars according to E. J. Laucks, Ritter sales manager. For which we blush prettily, and toss a bouquet right back at Ritter for utilizing a good idea when it turns up.

## Transferred Executives

When that promotion comes along for John Executive he feels happy, but then he reflects, "Moving to the St. Louis plant will mean we'll have to sell our house here. This is a bad time to sell. And we'll have to get one there, too." So John and his family frets.

Transferred Executives Guild, now two years old, solves just such domestic difficulties. It has real estate broker correspondents in 120 cities of over 100,000 population, though its headquarters are in Newton, Mass., Boston suburb. John can go to the St. Louis office and describe the type of house he wants. After he has chosen from a group—all owned by executives transferred out of the St. Louis area—he may take a lease on one and agree to buy it at a pre-arranged price when

(and not until) the house he is leaving behind is sold.

Often two executives can swap homes. For example, a vice-president who moved to New York from Boston exchanged his suburban home for that of a sales manager of Montclair, N. J., who was moved to Boston. It saved both families considerable worry and possible financial sacrifice.

Rented homes and apartments are

also included in the Guild's services. Thus a number of army and navy people, as well as business men, use it. "I would seem to be one of those 'why-didn't-somebody-think-of-this-before?' ideas.

## Chilled Wine

Connoisseurs shudder at the thought, insisting that "room temperature" is the only way to serve wine, as it is done in Europe. However, connoisseurs have retarded sales of wine in America with their elaborate hocus pocus on which wine to serve with what course, so that they carry no weight now. Besides, European room temperatures are 'way below ours.

(Continued on page 49)

# Cash Register Evidence

Even in a year of wars and elections readers of Popular Mechanics react to advertisements in the magazine and buy goods offered there for their homes, themselves and their businesses. The evidence is presented by the advertisers' cash registers and ledgers. Here are some reports made by a varied list of advertisers:

**BUSINESS OPPORTUNITY MACHINE:** Will use Popular Mechanics as liberally as possible because it is the Number One producer.

**WEARING APPAREL:** Returns are satisfactory and there will be some more insertions in 1940.

**FARM AND HOME EQUIPMENT:** Records show Popular Mechanics leading everything else. Wishes there were a hundred more like it.

**VOCATIONAL SCHOOL:** Wouldn't think of not being in Popular Mechanics.

**SHOP EQUIPMENT:** April half-page pulled 537 inquiries of which 15 were industrial.

**SPORTS GOODS:** Popular Mechanics did very well this year and undoubtedly will be on the schedule for 1941.

**HOME EQUIPMENT:** If appropriation for Fall is increased Popular Mechanics will get its share as it has done a good job.

It is because of such cash register evidence, both on services and merchandise sold direct and on goods sold through retail outlets, that 561 companies used display advertising in Popular Mechanics during the first eight months of 1940.

And it is evidence that Popular Mechanics should be on any advertising schedule for goods that men buy or have a hand in buying.

**POPULAR MECHANICS**  
*Magazine*

200 East Ontario Street, Chicago, Illinois • New York • Detroit • Columbus



# Retail Sales Jump to 10-Year High As Result of Armament Speed-up

Uncle Sam's defense program is spreading business activity over the entire country. Here are some more contracts awarded recently that will directly or indirectly boost your line.

**A**FTER they had read the August 15 story "Follow Armament Smoke Stacks for Expanding Consumer Income," many readers asked for further installments.

In this issue we break down by states and cities nearly a half-billion dollars worth of contracts awarded during the week ended September 20. The breakdown is by no means complete, for in the first place it is confined to contracts of \$100,000 or more, and in the second place it is confined only to direct governmental expenditures. Aircraft contracts with, let's say, a California company will call for machines and parts which will be supplied from many states. *Every city, every hamlet, will receive some of the armament money.* Already the effect has been to increase the nation's retail sales to a ten-year high.

As pointed out in Significant Trends for September 15, armament will become—probably has become already—America's biggest industry, and as such it changes sales potentials and creates new problems in every sales organization. Because of its importance, "munitions" has been made a separate industry in our "Future Sales Ratings" on Page 10.

Alert sales and advertising executives who want to take advantage of these new opportunities can get helpful information from the occasional breakdowns which will be given in SALES MANAGEMENT and they can also observe the effect of the speeded-up armament work in the High-Spot Cities feature which is to be found in every first-of-the-month issue and is being expanded, as readers will see by consulting Page 56.

Major contracts awarded for the week ended September 20 are as follows:

<b>ALABAMA</b>	
Anniston, barracks .....	\$ 3,336,000
<b>ARKANSAS</b>	
Camp Robinson, N. G. camp	4,615,920
<b>CALIFORNIA</b>	
Downey, Vultee aircraft ...	29,494,633
Burbank, Lockheed aircraft.	15,646,451
Santa Monica, Douglas aircft.	20,229,184
<b>CONNECTICUT</b>	
Hartford, Colt guns .....	2,796,056

Hartford, rifling machines ..	102,150
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## FLORIDA

Jacksonville, Camp Blanding	9,065,000
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## GEORGIA

Savannah, camp buildings ..	2,558,000
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## ILLINOIS

Chicago, engines .....	2,915,095
Chicago, ammunition components .....	326,461
Chanute Field, buildings ..	1,510,000

## INDIANA

Hammond, weapons .....	838,150
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## KANSAS

Wichita, Stearman planes ..	6,934,096
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## LOUISIANA

Alexandria, N. G., camp...	4,242,655
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## MARYLAND

Baltimore, Martin bombers ..	14,269,646
Fort Meade, recreation center	111,000

## MASSACHUSETTS

Brockton, shoes .....	470,000
Rockland, shoes .....	241,000
Boston, shoes .....	192,000
Hudson, shoes .....	125,700
Falmouth, Camp Edwards ..	7,240,000
Boston, harbor defenses ....	572,000

## MICHIGAN

Lansing, trucks .....	281,000
Detroit, Rolls Royce engines .....	125,000,000
Muskegon, engines .....	11,412,000

## MISSISSIPPI

Hattiesburg, camp .....	9,760,800
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## MISSOURI

St. Louis, shoes .....	882,250
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## NEW JERSEY

Berkeley Heights, flares ....	344,920
Rahway, artillery material ..	5,763,753
Fort Dix, construction ....	1,713,000
Picatinny arsenal, buildings.	910,454
Harrison, artillery m't'l ....	102,885
Wayne, ammunition components .....	121,371

## NORTH CAROLINA

Fort Bragg, barracks .....	3,732,000
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## OHIO

Akron, tires .....	1,409,439
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## PENNSYLVANIA

Holmesburg, Diesels .....	173,000
Philadelphia, containers ....	150,363
Erie, artillery material ....	1,759,826
York, artillery material ....	2,914,720
Nicotown, artillery material.	1,260,308
Pittsburgh, infantry weapons	503,727
Pittsburgh, artillery m't'l ..	8,390,000
Ardmore, trucks .....	7,271,103
Hanover, shoes .....	129,000
Jenkintown, forgings .....	290,190
Oil City, ammunition components .....	246,262

## SOUTH CAROLINA

Camp Jackson, buildings ...	3,444,000
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## TENNESSEE

Chattanooga, artillery m't'l ..	1,500,000
Nashville, shoes .....	254,000

## TEXAS

Camp Brownwood, N. G. camp .....	4,197,564
Ellington Field, buildings ..	952,950

## VIRGINIA

Lynchburg, shoes .....	163,300
Fort Story, housing .....	289,800

## WASHINGTON

Seattle, Boeing planes .....	59,762,850
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## Silver Firm Makes Gold Strike in Small Town Market

**A**N excellent example of developing the small city and town market is found in the experience of the Manchester Silver Co., Providence, R. I., where the addition of over 500 new accounts and a 36% increase in sales is attributed largely to this concentration on "small time" accounts.

Until a year and a half ago, when Albert A. Wainwright assumed the sales management of the company, coverage of dealers in small cities and towns had been maintained principally with mailings, a practice general in the industry. It had been supposed that the potential in these centers was relatively unimportant and that mail coverage was sufficient. Thus, when Mr. Wainwright decided upon a campaign of personal solicitation, it became the first time that a manufacturer of sterling silverware exclusively had devoted serious effort on this type of outlet.

In making the decision, Mr. Wainwright was guided by three major factors: 1. The retail price of sterling had gradually decreased to the point where a 26-piece set can be obtained for as low as \$39.95 as against approximately \$30 for the same set in good plated ware, a trend that materially increased the sterling potential in small centers. 2. Many of these retail jewelers had never seen the Manchester line. Reversal of this situation was necessary because the manufacturer of sterling has his advantage, not in sterling silver itself (since this is standardized by the Government) but in design, style, patterns and workmanship, factors which must be seen to be appreciated. 3. Two new salesmen were being added in the South and in the Midwest—complete coverage of large and small outlets was believed to be the most logical way of placing these  
(Continued on page 48)

# DEPARTMENT STORE SALES

CAMPUS SHOP  
NORMAN, OKLA.



UPTOWN STORE  
24TH & MAJOR

OKLAHOMA CITY, OKLAHOMA

EXECUTIVES OFFICE

September 9, 1940

Mr. O. C. Brown  
Advertising Manager  
The Oklahoman & Times  
Oklahoma City, Oklahoma

Dear Mr. Brown:

Our Golden Harvest Sale, just completed, marks a new high in the 32-year history of this Oklahoma institution. Our sales on the opening day were 7 percent higher than any single day's business in our experience.

Such a record, compiled in comparison with even Christmas boom days of 1928 and 1929, indicates to me that conditions in Oklahoma City and its retail market are sound and more favorable than at any time in recent years.

The Federal Reserve figures for department store sales in this city, would indicate that our store is not alone in experiencing this welcome increase but that it is more or less reflected in the sales of other Oklahoma institutions.

Acting on the advice of our economic advisors and from our own observations we are expecting the Fall and Winter of 1940 and 1941 to be a most satisfactory one, well ahead of recent years, and our purchases of Fall and Winter merchandise reflect our confidence in this prediction.

To your newspapers, which has been the backbone of our promotion during the 32-year history of this store, our congratulations.

Very truly yours,

KERR DRY GOODS COMPANY, INC.

BY

Henry L. Nye  
President

*7% higher*  
**Than Any Single  
Day in 32 Years**

And as Oklahoma City has grown from a tented village in 1889 to a thriving metropolitan city of 204,517 in 1940, so have Kerr's and the Oklahoman and Times kept pace with this constant growth and progress.

"-conditions in Oklahoma City and its retail market are sound and more favorable than at any time in recent years."

● Sales curves are breaking sharply upward in Oklahoma City, led by department store sales which in August stood at 15.9% above August, 1939. Kerr's, one of the Southwest's leading dry good stores, reports the biggest single day in its thirty-two year history.

For thirty-two years Kerr's has been advertising through The Daily Oklahoman and Oklahoma City Times. Scarcely an issue of these papers has gone to press during those thirty-two years without a message from Kerr's for the shoppers of Oklahoma.

More people are living in Oklahoma City today than ever before. More buyers are crowding Oklahoma City stores than ever before... buyers with steady jobs, buyers with money to buy the luxuries as well as the necessities of life. The only way to talk to them and to influence them en masse is to advertise to them regularly and forcefully through the State's most powerful media, The Oklahoman and Times.

*Up*   
**OKLAHOMA  
SALES WITH ADVERTISING  
IN THE OKLAHOMAN & TIMES**

**THE DAILY OKLAHOMAN • OKLAHOMA CITY TIMES**

THE OKLAHOMA PUBLISHING COMPANY

THE FARMER-STOCKMAN \* MISTLETOE EXPRESS \* WKY, OKLAHOMA CITY KVOR, COLORADO  
SPRINGS \* KLZ, DENVER (Under Affiliated Mgmt.) \* REPRESENTED BY THE KATZ AGENCY, INC.

# Why

## KEY MEN READ BUSINESS PAPERS



### MAJOR BENJAMIN H. NAMM

is the active head of The Namm Store, one of the largest retail organizations in Brooklyn, N. Y. He is a leader of thought and action among American retailers . . . a busy executive who regularly takes time to read five or six business papers of the department store industry. His letter says frankly: "The good publications of the field render a service to me in both their editorial and their advertising pages. That's why I read them".

### GOOD BUSINESS P

## #10

A survey series by Sales Management showing that key men everywhere in industry are regular readers of business papers . . . and why

Sponsored by the following Business Papers receiving unanimous votes from a jury of unbiased experts: "honest and able editing that renders a real service"



# challenge our imaginations.. They MAKE ME THINK"

*The NAMM* Store  
BROOKLYN, N.Y.

August 30, 1940

EXECUTIVE OFFICES

Mr. E. W. Davidson  
Sales Management, Inc.  
420 Lexington Avenue  
New York City

Dear Mr. Davidson:

If all the printing presses were to suddenly stop turning, I'd miss my business magazines just as sorely as I would the daily newspapers.

I read five or six trade papers regularly - not always from cover to cover - but always with keen interest.

The ideas of experienced editors and the store operations they describe not only meet our demand for news in the field but, challenge our imaginations. They make me think.

I read the advertising in business papers because it's news... that reaches us early. News of merchandise is necessary in this changing industry. One of the best places to get it is in trade papers. I don't do much buying myself but I often mark advertisements and send them with comments, to the right people in our organization.

Thus you can see that even though I am concerned with management and policy for the store, the good publications of the field render a service to me in both their editorial and their advertising pages. That's why I read them.

Very truly yours

*Benj. H. Namm*  
Benjamin H. Namm  
President

## SPAPERS BUILD BETTER BUSINESS

AMERICAN BUILDER, Chicago

BAKERS WEEKLY, New York

BOOT AND SHOE RECORDER,  
New York

BRICK & CLAY RECORD, Chicago

CHEMICAL & METALLURGICAL  
ENGINEERING, New York

DEPARTMENT STORE ECON-  
OMIST, New York

ELECTRICAL WORLD, New York

FOOD INDUSTRIES, New York

HOTEL MANAGEMENT, New York

THE IRON AGE, New York

THE JEWELERS' CIRCULAR-  
KEYSTONE, New York

MACHINERY, New York

MACHINE DESIGN, Cleveland

MARINE ENGINEERING AND  
SHIPPING REVIEW, New York

POWER, New York

SALES MANAGEMENT, New York

STEEL, Cleveland

# N.I.A.A. Holds Advertising Clinic on Coordination with Selling

Industrial advertisers thrashed out specific programs after the men who made them tick had explained them; discussed merging sales and ad departments at the Detroit convention.

**I**NDUSTRIAL advertising is a powerful sales tool with many by-products that every company ought to use in selling; advertising managers should spend plenty of time in the field, linking up advertising with sales operations; but no advertising department should take the lion's share of credit from the salesmen. These were the major conclusions drawn by industrial advertising men from the National Industrial Advertisers Association convention clinic on "Coordinating Advertising with Selling" at Detroit September 19. D. Clinton Grove of Blaw-Knox Co. presided.

Highlights out of a talk by George B. Cushing, manager of sales promotion for A. M. Byers Co. were these:

Don't talk about advertising as such; talk advertising in its relation to sales.

Advertising must be subordinated to personal solicitation; therefore, play down your own department and play up sales.

## Tie Advertising to Selling

Instead of trying to preserve the separate identity of the advertising department, merge it with that of the sales department. (For how A. M. Byers Co. does this, see SALES MANAGEMENT October 10 issue). Spend as much time as possible with sales managers and salesmen; keep familiar with their problems and try to help solve them by advertising. Invite suggestions from everyone and adopt those that are practical. Familiarize salesmen with advertising procedure and enlist their cooperation in furnishing ammunition.

William C. Arther of the F. A. Ensign Advertising Agency stressed these points: Know the salesmen and their problems; get out in the field, visit customers and prospects with salesmen, and keep sales managers and salesmen sold on advertising. He cited the experience of one company the advertising executives of which travel 50,000 miles a year. He also showed charts to illustrate the "case history" of the Cummins Engine Co. which in four years has grown from 13th to third place in the industry. This has been due, he said, to carry-

ing out a five-year plan of studying performance of the product after it is sold and using, in advertising, the lessons learned.

Industrial selling through distributors was discussed by David A. Wolff, advertising manager of Edwin L. Wiegand & Co. He said the Koehring Company of Milwaukee sends out preprints of ads before they appear together with a personalized letter to distributors' salesmen which amplifies the sales message. R. G. LeTourneau, Inc. sends out ad preprints in standard letter size file folders, and when a photograph from a distributor's territory is used he gets a 16x20 enlargement, together with a letter telling when and where the ad will appear.

Caterpillar Tractor Company uses innumerable action pictures of its products in service and makes the



Metal file box for distributors keeps Schramm advertising always handy for use.

plates available to distributors for economical mailing pieces of their own, composed entirely of pictures taken in their own territories and used in Caterpillar advertisements. An actual example of the economy and helpfulness of this plan was that of a magazine ad which one distributor had reprinted for him at a cost of only \$76 for 2,000 pieces. The pictures, art work, and engraving had cost Caterpillar \$120 in the first place.

The Byers Machine Company uses a system of sales assistance questionnaires which enable distributors' salesmen to secure help from the manufacturer on any specific sales problem. Schramm, Inc. furnishes salesmen and, through them, distributors, with a sheet metal box containing an index file of all their current sales and advertising literature. The box can be hung on the wall in the distributor's office, where it is likely to be much more convenient than the literature of competitors.

The discussion that followed the various papers indicated that while no stereotyped plan can be followed by any company to hook up advertising with its own selling, and to get distributors to use a company's advertising, both these enterprises are well worth while. If they are done properly, industrial advertising delivers its fullest value to the companies that pay the bill.

## DuPont Quiz Plan

### Trains Jobbers' Men Who Sell "Zerex"

E. I. du Pont de Nemours & Co., Inc., is now distributing through jobbers its new \$2.65-per-gallon antifreeze called "Zerex." To train and stimulate 6,000 jobbers' salesmen it is completing a series of meetings each of which starts with a 20-minute sound movie made by "Prof. Quiz" of radio fame hammering home bright sales points about the product. Then each meeting, handled by a district sales manager, runs on with questions from a hat—or an empty "Zerex" can—answered by salesmen in the audience picked at random. There are 25-cent pieces for right answers; wrong answers put quarters in a pot that is drawn by some lucky fellow at the end of the meeting.

This technique for jobbers' meetings builds up a new high in interest and holds it to the end, thinks E. F. Schumacher, director of sales for the "Zerone" Division of du Pont—a division that, up to now, has been selling \$1-per-gallon "Zerone" in competition with alcohol. Now that the company has a higher priced product as well, the necessity for drilling wholesalers' men in sales arguments, some of them technical, is of paramount importance. The quiz method—including a good deal of fun—sinks in the story by a quick and easy process. Du Pont believes the men go out of the meetings with main points about "Zerex" fixed in mind and with a fresh interest in the product.



## THE WHOLE STORY IN A

*Flash!*

**BUYERS, Merchandise Managers, and Executives in the 6700 Department Stores, Dry Goods and Specialty Stores with an annual volume of \$100,000 and up, read and use the Department Store Economist regularly. These 6700 stores are responsible for over 80% of department store type of merchandise that is sold.**

To impress and to sell this selected group of stores, whether it be merchandise for resale, or equipment for more efficient store operation, spotlight your sales message in Department Store Economist. You'll get maximum value for your advertising dollar based upon complete, selected, dynamic circulation with penetration—30,000 C.C.A. twice each month, on the 10th and 25th.

## DEPARTMENT STORE ECONOMIST

100 East 42nd Street, New York City

Philadelphia

Cleveland



A Chilton Publication

Chicago

Los Angeles

OCTOBER 1, 1940

[39]





## Highlights of What Grocers Believe

**Place:** New York metropolitan area.

**Time:** August 25 to September 6, 1940.

**Investigators:** Field workers of Ross Federal Research Corp.

**Respondents:** 500 independent grocers (not including super markets) picked as a cross-section of the independents in the area.

**Questions:** "What five products do you like to sell most?" with space for checking one or more of eleven printed reasons.  
"What five products do you like to sell least?" with no printed reasons, but spaces provided for mention of one or more reasons.

**Results:** National brands received 55% of the "most liked" reasons (a considerable decline from a similar 1938 survey) and 89% of "least liked" mentions.

"Like most" leaders: White Rose, Krasdale, Campbell, Premier, Heinz.

"Like least" leaders: General Foods, P & G, Dole, Lever Bros., Domino.

—Photo courtesy Grocer-Graphic

# N.Y. Grocers (Again) Tell Brands They Like to Sell *Most*—and *Least*

This SM-Ross Federal survey deals with reactions of New York metropolitan area independent grocers, but manufacturers in every line can study with profit the dealer emphasis on the three factors: Satisfactory mark-up; fast turnover; high quality.

which applied to the particular brands.

The 11 printed reasons, and the results, are shown on a following page. As a safeguard against any tendency to check items at the top of a list, on one-half of the printed survey forms, the reasons were printed as shown herewith; on the other half the

**I**N APRIL, 1938, and again this September, field workers of the Ross Federal Research Corporation approached typical New York independent grocers to get a sharply focused picture of their likes and dislikes on national and jobber brands. When asked "What five products do you like to sell most?" a relatively small number of jobber brands received almost as many mentions as several hundred national brands, and the three most popular jobber brands received more mentions than the first seven national brands. In the 1938 study national brands received 63% of the "most liked" mentions, but this year the percentage dropped to 55.

Spaces were provided on the survey form for filling in the names of five non-competitive products, and grocers were also asked to indicate *why* they liked to sell each product. Eleven reasons were printed and grocers were told to check off the one or more

## THE TEN LEADERS

[ 500 grocers were asked to name five products they liked most to sell—and least. It would be possible for them to name five products of one manufacturer, thus making 2500 the highest possible number of mentions. ]

"Most Liked" Mentions		"Least Liked" Mentions	
White Rose products.....	296	General Foods products.....	228
Krasdale products.....	127	Procter & Gamble products.....	174
Campbell Soups.....	85	Dole products.....	170
Premier products.....	73	Lever Bros. products.....	152
Heinz products.....	67	Domino Sugar.....	123
Libby products.....	65	Kellogg products.....	105
National Biscuit Co. products.....	50	Beech-Nut products.....	101
Silvercup Bread.....	46	Heinz products.....	96
Bond Bread.....	41	Lion Evaporated Milk.....	83
Kellogg products.....	38	Campbell Soups.....	71
S & W products.....	38		

**Notes on the above table:** No jobber brand appears in the "least-liked" column. Campbell and Heinz appear in both, with Heinz having more in the "least liked" column than in the other. As was true in the 1938 survey, Libby received high rating as a "most liked" product, but had less than five "least liked" mentions. Eight out of ten producers in the "least liked" column do not receive ranking among the ten "most liked."

# Unlocking the Door to the KEY MEN

## Only *Controlled* Circulation Can Do the job 100%

You know your business market. But are you getting actual coverage of it with your business paper advertising?

At the bottom, the market consists of the men who will actually use your product. These men are not hard to reach . . . either by means of personal salesmanship or by means of advertising. But your market also consists of the men at the top, key men, executives . . . casting the deciding vote for or against your product. These men are *not* easy to reach—through personal salesmanship. They are busy, short on time, hard to reach and hard to sell on anything at all. Your salesmanager will verify that.

Here is one of the chief functions of business paper advertising—to reach and influence these inaccessible men. But that brings up another question. If *your* salesmen can't see and sell all the key men, how is any subscription salesman to reach them all? How can a business paper deliver you the coverage you must have for full advertising effectiveness?

These were questions which a group of experienced business paper publishers decided to answer once and for all. They realized that conventional circulation methods fell far short of the goal. And they turned to a fact that was beginning to emerge from a welter

of counter claims some years ago . . . and which succeeding years and observations have served to verify fully. That fact is this: a man will read what is vital to his interests—provided it be placed in his hands, and regardless of the source. Here, in this fact, was a complete answer to the problem of obtaining 100% market coverage. These publishers turned away from the futility of conventional methods. They turned to *controlled* methods of circulation . . . methods which unerringly single out the important buying factors in any market and which unerringly place a publication in the hands of those men alone.

These methods resulted in important economies which permitted more and more money to be spent in improving the editorial content of a magazine, thus making it more and more vital to its readers' interests. The final result was a triumph in the business paper field. It brought to industrial advertisers a new concept of what market coverage could be. It brought to them a new advertising effect and effectiveness. Turn to any of the publications named below. Note the prominent industrials whose advertising has appeared consistently in the pages of the publication. Take a tip from them . . . and sample the power of 100% market coverage. You will be pleased . . . and perhaps surprised . . . and certainly a convert to *controlled* circulation.

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THIS ADVERTISEMENT IS SPONSORED AND PAID FOR BY THESE LEADING C.C.A. PUBLICATIONS

---

Bakers Review

Bankers Monthly

Better Roads

Combustion

Compressed Air Magazine

Contractors & Engineers Monthly

Drug Topics

Dun's Review

Electric Light & Power

Electrical Dealer

Electrical Manufacturing

Equipment Preview

Excavating Engineer

Golfdom

Graphic Arts Monthly

Hitchcock's Machine Tool Blue  
Book

Hospital Topics and Buyer

Industrial Equipment News

Industrial Power

Jobber Topics

Liquor Store & Dispenser

Machine Design

Meat

Meat Merchandising

Mill & Factory

Modern Machine Shop

New Equipment Digest

Petroleum Marketer

Pit & Quarry Handbook

Premium Practice

Progressive Grocer

Purchasing

Roads and Streets

Rug Profits

Soda Fountain

Super Service Station

Tires

What's New In Home  
Economics

Wood Products



### CONTROLLED CIRCULATION PUBLICATIONS

OCTOBER 1, 1940

[41]

# Barter this Bride's Confidence

It has never happened in the 31 years since Good Housekeeping's Laboratories were founded, and it is not going to happen now.

THIS BRIDE, and millions of women like her, have put their trust in our Seal of Approval . . . and their confidence is justified!

If a product does not meet our exacting standards, it cannot carry our Seal of Approval. No amount of advertising money will make it acceptable—because the Good Housekeeping Seal of Approval is not for sale.

## FOR EXAMPLE . . .

Recently we received an order for \$29,000 worth of advertising space in Good Housekeeping Magazine from a manufacturer of canned foods. *As we always do*, we asked for samples of his complete line, and as we *also* always do, we went out in the open market in Detroit, Boston and New York, and bought more samples . . . the same sort of cans that a consumer might have bought . . . or that a bride, trusting in the Good Housekeeping Seal of Approval, might have bought with perfect confidence—if the Seal had been there!

There were fourteen products in this manufacturer's line, ranging from Vegetable Soup to Spaghetti. Our tests showed that six out of the fourteen products were fine. You would have liked their flavor and quality, wherever you had bought them. The *others*, said our laboratories, "showed great variation in quality, flavor and appearance."

/ / /

**PROBLEM:** Give the Seal of Approval to the good products—refuse it to the others, all marketed under the same brand name?

**ANSWER:** No. "Too confusing to the homemaker," we said. "In view of the large proportion of unacceptable products thus far tested in the (name deleted) line, we do not feel it would be advisable to give approval on any products of this line." (January 18th)

The order for \$29,000 of advertising in Good Housekeeping Magazine had been received on January 5th . . . on January 21st we rejected it. Advertising on these same food products has since appeared elsewhere—but it has *NOT* appeared in Good Housekeeping Magazine.

## NEW SURVEY SHOWS BRIDES HAVE PARTICULAR CONFIDENCE IN GOOD HOUSEKEEPING

**More Brides Read . . . Use Us . . . Trust in Us . . .**

In a Bride's Survey just completed, almost one and one half times as many brides said "Good Housekeeping" as said any other magazine when asked: "What magazine do you—yourself—read regularly?" . . . Over one and one half times as many brides said "Good Housekeeping" as said any other magazine when asked: "As a new homemaker, from what magazine do you expect to get the greatest help?" . . . and note this particularly:

5 times more BRIDES said "GOOD HOUSEKEEPING" than said any other magazine when asked: "Is there any one magazine in whose advertising pages you have particular confidence?"

(Complete details on this recent survey will be gladly furnished on request)



**In the Service of the Consumer**



**THE MOST DEPENDABLE ADVERTISING PAGES IN AMERICA**

Every product advertised in every issue of Good Housekeeping Magazine is backed with a MONEY-BACK Guaranty.



ce for \$29,000?



BECAUSE YOUR CUSTOMERS BELIEVE IN THE SEALS OF APPROVAL, AND WHAT THEY STAND FOR—

# Good Housekeeping

RANKS **FIRST** IN ADVERTISING REVENUE AMONG ALL MONTHLY MAGAZINES...

**FIRST** ALSO IN FOOD-ADVERTISING REVENUE AMONG ALL MONTHLY MAGAZINES

OCTOBER 1, 1940

[43]

## N. Y. Independent Grocers Like Most to Sell These Products

The first column shows the number of grocers (out of a possible 500) who mentioned the brand. Listing is confined to brands mentioned five or more times. Other columns show number who checked each of the five reasons leading in popularity.

	No. of mentions for each Brand	Satisfactory Mark-up	Fast Turnover	High Quality	Repeat Sales Good	Prices Reasonably Stabilized
<b>NATIONAL BRANDS</b>						
Amazon Coffee.....	6	6	..	1	2	1
Armour Products.....	5	2	3	2	4	2
Ballantine Beer.....	5	1	4	2	2	3
Beechnut Products.....	15	8	8	6	7	..
Bond Bread.....	41	8	37	19	8	8
Borden's Products.....	12	3	11	3	3	3
Campbell Soup Products.....	85	18	70	22	32	13
Canada Dry Products.....	15	10	8	11	7	6
Carmel Vinegar.....	6	3	1	..	2	..
Caruso Spaghetti.....	6	5	4	3	4	2
Chase & Sanborn Coffee.....	17	13	12	1	11	2
College Inn Products.....	5	1	3	5	2	2
Crosse & Blackwell Products.....	31	20	18	18	10	7
Dairylea Milk.....	5	3	3	1	1	1
Del Monte Products.....	20	9	12	5	3	1
Doie Products.....	25	5	19	11	8	3
Drakes Cakes.....	18	11	12	11	5	8
Ehler's Coffee.....	20	18	15	13	10	13
Fairmount Products.....	8	5	..	3	..	..
Franco-American Spaghetti.....	8	1	3	3	3	1
Goodman Products.....	14	9	2	6	6	3
Hecker's Products.....	7	5	3	1	3	2
Heinz Products.....	67	35	28	20	29	17
Hellmann's Mayonnaise.....	20	18	14	10	4	7
Hoffman Beverages.....	38	28	28	12	17	18
Hormel Products.....	8	4	6	4	1	2
Hostess Cakes.....	8	1	5	4	1	2
Ivory Soap.....	8	4	4	4	2	2
Johnson Floor Wax.....	5	5	..	..	..	3
Kellogg's Cereals.....	38	12	30	12	11	9
Kraft Products.....	30	13	11	17	4	10
La Rosa Products.....	12	3	6	2	9	1
Libby Products.....	65	33	30	38	18	9
Lux.....	5	1	..	..	3	..
Manischewitz Products.....	5	3	2	1	2	..
Martinson's Coffee.....	5	4	1	3	2	2
Maxwell House Coffee.....	23	4	18	6	6	1
Mather's Best.....	8	4	4	3	1	2
Mueller Products.....	17	6	8	5	5	4
Muller Milk.....	7	..	6	..	1	..
Anna Myer Products.....	7	8	..	1	..	2
National Biscuit Co. Products.....	50	29	34	13	22	11
Octagon.....	5	3	5	3	2	1
Old Dutch Coffee.....	8	7	3	1	1	1
Ovaltine.....	7	8	2	2	3	2
Pastene Products.....	12	12	2	13	5	3
Pepsi-Cola.....	20	17	15	3	9	6
Phillips Products.....	15	9	5	3	7	2
Pride of the Farm Products.....	10	5	5	7	2	2
Quaker Cereal Products.....	7	5	1	3	1	..
Red Heart Dog Food.....	9	3	6	1	3	2
Rheingold Beer.....	6	5	5	4	4	4
Roknach Products.....	11	7	5	3	7	1
Ruppert Beer.....	15	7	15	8	5	11
Ringo.....	8	1	7	2	5	1
S-F Tissue.....	7	8	3	1	1	1
S & W Products.....	38	28	12	16	9	7
Schaefer Beer.....	10	3	6	4	5	3
Sheffield Dairy Products.....	21	8	12	5	8	4
Silvercup Bread.....	48	34	28	18	27	14
Stokely Products.....	5	2	2	4	2	3
Sunkist Products.....	5	1	4	5	..	..
Sunshine Biscuits.....	14	10	11	8	11	6
Taystee Bread.....	14	5	12	4	5	4
Tip-Top Bread.....	6	..	6	1	1	..
Ward Bakery Products.....	10	1	8	1	1	3
Welch Grape Juice Products.....	25	22	10	13	8	12
Wheaties.....	6	1	5	2	3	1
Wonder Bread.....	20	4	18	7	4	1
Woodbury Soap.....	5	2	1	..	1	1
Miscellaneous.....	170	103	93	57	55	41
<b>TOTAL.....</b>	<b>1324</b>	<b>894</b>	<b>788</b>	<b>499</b>	<b>466</b>	<b>340</b>

(Continued on Page 45)

positions were reversed.

Total possible mentions: 2,500.

	All National Brands	All Jobber and Local Brands	Total
Satisfactory mark-up ...	694	688	1,382
Fast turnover .	788	466	1,254
High quality .	499	406	905
Repeat sales good .....	466	252	718
Prices reasonably stabilized ..	340	260	600
Like all policies of company .	166	118	284
Good consumer advertising .	280	72	352
Like the salesman ...	108	86	194
Deals and free goods .	51	19	70
Attractive store and window displays ....	85	13	98
Chains don't carry .....	9	22	31

As might be expected, the jobber brands scored high on satisfactory mark-up, while national brands were given highest rating on fast turnover. Deals and free goods, displays and the salesman were relatively ignored as reasons for liking to sell the product—not that they are unimportant, but the grocers seem to feel that the first five reasons as shown above are relatively more important.

On the subject of advertising, we are going to repeat a paragraph from the summary of the 1938 survey, "It is obvious that the grocer appreciates the effect of advertising on fast turnover and repeat sales. Had turnover (and repeat sales) not been included among the printed reasons, it is probable that consumer advertising and displays would have ranked much higher."

### "Loss-Leader" Headache

According to reports from Ross Federal interviewers, many grocers figuratively hit the ceilings of their stores when asked to name five branded items they liked to sell most. Many did say something like this: "We don't like to sell any advertised items because they are used as foot-balls by the chains, and we don't make any money on them. We have to sell these items at a loss in order to keep up with the chains."

A very large number expressed resentment over the fact that they received an unfavorable response from the manufacturers to their demand for legal protection against price-cutting, and that relatively few items are protected under New York's Feld-Crawford Act. The consensus opinion among these independents is that compliance with, and strict enforcement

of, the Feld-Crawford Act would put the struggling independent back on his feet. The current situation, according to the typical independent, seems to be that he has to meet the competition of the chains and supers, but he has no brand of his own to push and reap a profit. For that reason he is friendly toward the jobber brands which are not sold by the chains, although many will admit that even on those there is a tendency to plunge into a price war with his independent neighbors.

One unusually articulate grocer expressed the situation in these words: "If the manufacturers would stop the exploitation of the independent with his promotion of loss leaders in order to get volume, the grocer would be much better off. If the manufacturer would enforce a stringent price policy, and prevent the violation of it by any one, regardless of size, the independent would be able to compete with anyone in the business. It is up to the 'masters' to give the independent a chance because the independent is fundamental to our democratic system."

Jobber Brands Favored

The summary figures for brands show the following variations between jobber and national brands on the five major reasons:

	All National Brands	All Jobber Brands
Satisfactory mark-up	24.9%	33.1%
Fast turnover	28.2	22.3
High quality	17.8	19.7
Repeat sales good	16.8	12.3
Prices reasonably stabilized	12.2	12.6

	3 Leading National Brands*	3 Leading Jobber Brands**
Satisfactory mark-up	20.9%	30.1%
Fast turnover	31.2	20.3
High quality	19.1	19.6
Repeat sales good	19.3	18.2
Prices reasonably stabilized	9.5	11.8
* Campbell, Heinz, Libby		
** White Rose, Krasdale, Premier		

After asking the grocer to name the five brands he liked to sell most, the Ross Federal interviewers put this question: "What five products do you like to sell least?" No printed reasons for disliking were shown the grocer, but spaces were provided to permit the filling in of several mentions.

With no suggested reasons on the blank, it is not surprising that the grocers failed to think up as many reasons for not liking as for liking. Of all reasons advanced for the two ques-

OCTOBER 1, 1940

N. Y. Independent Grocers  
Like Most to Sell These Products

(Continued from Page 44)

	No. of mentions for each Brand	Satisfactory Mark-up	Fast Turnover	High Quality	Repeat Sales Good	Prices Reasonably Stabilized
JOBBER AND LOCAL MISCELLANEOUS BRANDS						
Bernice.....	70	30	17	22	22	14
Dutchess.....	6	3	2	3	..	..
Fillgree.....	32	20	14	9	6	2
Flagstaff.....	9	..	7	4	2	..
Flavia.....	5	3	2	..	..	1
Krasdale.....	127	92	52	39	54	28
La Perla.....	5	1	3	..	5	..
Liberty.....	6	6	5	6	4	6
Manhattan.....	6	2	1	3	..	2
Poliner.....	5	4	3	4	3	4
Premier.....	73	44	29	42	31	23
Romano Cheese.....	5	6	3	2	4	3
Royal Scarlet.....	6	4	4	2	2	1
Shamrock Tea.....	9	5	4	5	2	5
Uco.....	24	18	8	8	3	4
White Rose.....	296	193	141	133	114	78
Miscellaneous.....	404	257	173	119	120	90
TOTAL.....	1084	688	466	406	252	260

tions, 72% were for "most liked." Many grocers emphatically didn't like a product, but could advance no reason. They checked an average of 2.2 reasons for liking most, an average of 0.9 for liking least.

Fifteen major reasons were advanced for not liking to sell a product,

but five predominated—insufficient profit; insufficient demand; too competitive; chain competition, and price-cutting. On this question national brands fared slightly better than in the 1938 survey. Two years ago 93% of all "least liked" mentions were for national brands, and 7% for jobber

(FACTS ABOUT BALTIMORE)

BALTIMORE is "BOOMTOWN"

✓ Population is UP! (up 50,000 since last census)

✓ Sales are UP! (rated as one of America's "high spot" markets)

✓ Prospects are UP! (millions in "defense" orders now being placed)

And the short  
cut to the great  
Baltimore market is



WFBR  
BALTIMORE

National Representatives  
EDWARD PETRY & COMPANY

★ ON THE NBC RED NETWORK ★



# Counterpoint



# nn metal and music . . .

The lift of the violins, the strident voice of the brasses; the cellos come in quietly, the drums begin to beat—*The Ford Sunday Evening Hour* is on the air.

It is a gift, a present to millions of people who have listened on Sunday evenings in ever greater numbers, since October, 1934.

The company making that weekly gift has its principal being in a world of metal and motors, of coils and springs and new models. But the gift remains apart from these. It is the world of music—a program designed solely for the pleasure of the vast audience listening. “*The Ford Motor Company* presents . . .” and then off to a full hour of symphonies, lullabies, ballads, concertos.

These famous Sunday Evening Hours on the Columbia Network build good will. That is all. Good will, which shows up on a balance sheet as worth \$1.00, and which actually may be worth hundreds of millions of dollars. Good will, i.e., friendliness, i.e., familiarity with, i.e., disposition in favor of.

That same general pleasant good will is the purpose of all public relations work, of all institutional advertising. It can be very effective in any medium. On the air it becomes effective with millions.

# CBS

The  
FORD  
SUNDAY  
EVENING  
HOUR

9-10 P.M., E.S.T.

Now in its 7th year  
on the  
Columbia Network

## N. Y. Independent Grocers Like Least to Sell These Products

The first column shows the number of grocers (out of a possible 500) who mentioned the brand. Listing is confined to brands mentioned five or more times. Other columns show number who mentioned each of the five reasons leading in popularity.

	No. of mentions for each Brand	Insufficient Profit	Insufficient Demand	Too Competitive	Chain Competition	Price Cutting
<b>NATIONAL BRANDS</b>						
Beechnut Products	101	87	5	..	2	10
Bon Ami	9	5	2	1	..	1
Borden's Products	11	11	..	..	..	..
Bumble Bee Salmon	29	26	2	2	3	6
Camay Soap	5	4	..	..	..	..
Campbell Soup Products	71	60	4	4	2	9
Carnation Milk	5	5	..	..	..	..
Chase & Sanborn Coffee	11	10	..	..	..	1
Chips	5	4	1	..	..	..
College Inn Products	11	5	6	..	..	..
Crisco	71	53	5	2	3	10
Crosse & Blackwell Products	6	..	5	..	..	..
Cut-Rite Wax Paper	6	1	5	..	..	..
Coca-Cola	6	4	..	..	..	1
Del Monte Products	48	37	2	..	11	..
Dole Products	170	153	1	3	8	19
Domino Sugar	123	120	1	..	6	5
Flake Products	8	..	6	1	..	..
Gold Medal Flour	6	5	..	..	..	1
Green Giant Peas	6	3	1	..	3	2
H-O Products	17	7	9	..	3	..
Hecker's Cream Farina & Products	40	28	10	..	4	1
Heinz Products	96	66	20	..	3	6
Hellmann's Mayonnaise	8	6	2	..	1	..
Hershey Products	14	5	10	..	1	..
Instant Postum	7	1	6	..	..	..
Ivory Products	24	21	2	4	..	1
Jack Frost Sugar	57	55	2	..	..	..
Jello	44	37	6	4	1	..
Kellogg's Cereal Products	105	94	4	..	5	5
Kemp's Sunray Products	28	26	..	1	1	2
Kirkman's Cleanser	23	19	2	1	1	2
Kix	8	1	7	..	..	..
Kraft Products	8	5	3	..	..	..
La Rosa Products	12	10	1	..	..	1
Lifbuoy Soap	6	5	..	2	..	..
Lion Evaporated Milk	83	78	5	..	2	4
Lux Products	14	11	1	1	..	2
Maxwell House Coffee	161	147	3	3	5	14
National Biscuit Co. Products	35	27	8	..	..	..
Octagon	5	3	2	..	..	1
Ovaltine	6	1	4	1	..	..
Oxydol	37	26	4	..	2	7
Palmolive Soap	12	12	..	..	..	..
Phillips Products	10	3	7	..	..	..
Pillsbury Products	16	9	6	..	..	1
Post Cereals	7	4	4	..	..	..
Presto	6	1	6	..	..	..
Procter & Gamble Soap	32	30	1	..	..	3
Quaker Cereal Products	6	4	2	..	..	..
Rinso	107	92	3	1	3	12
Sanka Coffee	9	5	4	..	..	1
Selox	31	29	1	..	1	..
Sheffield Dairy Products	49	47	..	..	1	4
Silverdust Soap	8	6	2	..	1	1
Spry	24	17	3	1	..	1
Sunsweet Prune Juice	11	10	2	..	1	..
Scott Tissue	28	23	2	1	2	1
Twenty Mule Team Borax	5	..	5	..	..	..
Van Camp Evaporated Milk	5	4	..	..	..	1
Wayne Co. Products	5	..	5	..	..	..
Miscellaneous	181	74	95	3	5	5
<b>TOTAL</b>	<b>2098</b>	<b>1342</b>	<b>305</b>	<b>36</b>	<b>61</b>	<b>141</b>
<b>JOBBER AND LOCAL MISCELLANEOUS BRANDS</b>						
	No. of mentions for each Brand	Insufficient Profit	Insufficient Demand	Poor Quality	Insufficient Advertising	Dislike All Policies
Krasdale	9	2	6	..	..	1
Red Bow	8	..	6	..	..	..
Uco	6	2	2	2	2	..
White Rose	17	4	14	..	..	..
Miscellaneous	199	74	106	8	6	1
<b>TOTAL</b>	<b>239</b>	<b>82</b>	<b>134</b>	<b>11</b>	<b>9</b>	<b>2</b>

brands. This year the manufacturers corralled 89% of the "least liked" mentions, and the jobbers 11%. From the table headed "The 10 Leaders" some interesting conclusions can be drawn. It seems particularly significant that no jobber brands appear prominently in the "least liked" columns, and that 8 out of 10 national brands in the "least liked" column do not appear in the list of 10 "most liked." Potentially those manufacturers with a long line of products, such as General Foods, have greater opportunities of getting a prominent place in the answers to both questions, since the grocers were giving reactions to products rather than companies.

## Silver Firm Makes Gold Strike in Small Town Market

(Continued from page 34)

men on a paying basis as quickly as possible.

The plan was thus effected in the South and the Midwest territories where Mr. Wainwright traveled in turn with the salesmen, making the usual calls and routing their work to cover these additional stores. So successful was the coverage in those areas that it is now being worked in New England and will be carried further into other areas in the future. As soon as a dealer places an actual order, he is placed on the salesman's list for twice-a-year visitation, the schedule for all small cities and towns.

Accomplishments of the activity include: (1) addition of several hundred new accounts; (2) a marked increase in actual sales; (3) several hundred jewelers in small centers were shown the Manchester line for the first time; (4) the two new salesmen were soon on a self-paying basis; and (5) many new accounts thus opened have reordered and the company is in a position to derive materially increased sales from this market.

### The 204

### High-Spot Cities

### of the U. S. A.

See page 56, this issue



## Marketing Flashes

(Continued from page 33)

Americans prefer cold drinks.

In the Summer of 1939 the Wine Institute experimented with chilled wine in several key markets. Volume shot up by 75 to 300%. Last Summer banners were supplied retailers, the California department of agriculture cooperated with a chilled wine trade campaign that included dealer counsel and help. Results were so encouraging that the industry feels it has found one of the answers to an irritating question:

"If Europeans drink two or three quarts of wine weekly, why should we drink only two quarts a year?"

## Dry Those Tears

Now we have the tearless onion. It is being merchandised under the slogan, "Weep No More My Ladies." It made its bow at the National Food Distributors' Association convention recently in Chicago. De-tearing onions



By extracting the water Little also removes the tears from this latest addition to its line.

is a simple process of mechanics. Regular onions are merely dehydrated. The no-weep onions are being offered to the public by Little & Company, Inc., of Chicago. This is the organization that, since January 1, has so successfully introduced dehydrated parsley flakes. (See SM, Aug. 15, 1940.)

The management thinks so well of taking the cry out of the onion that it has incorporated the idea in its trade mark. Yes, the trade mark is on every package: "Weep No More My Ladies."

OCTOBER 1, 1940

**MAJOR AL WILLIAMS**  
*Aviation's famous:*  
**COLUMNIST**  
**AUTHOR**  
**BUSINESS MAN**  
**SPEED FLYER**

**MAJOR WILLIAMS SAYS:**

"THE HIGH PRESSURE OF THIS AGE — THAT'S BUNK! THE ONLY ONES WHO FEEL THE PRESSURE ARE THOSE WHO DON'T USE TODAY'S MACHINERY INTELLIGENTLY. MY SHIPS CARRY ME WHERE I WANT TO GO; MY EDIPHONE KEEPS PACE WITH WHAT I HAVE TO SAY. MY PLANES, WITH AN EDIPHONE ON BOARD, SAVE TIME AND EFFORT."

**\*60 MINUTES MORE EXECUTIVE TIME PER DAY with an Ediphone EDISON VOICEWRITER**

**Ediphone**  
 EDISON VOICEWRITER

**MORE TIME FOR YOU, TOO**

Surveys show that the average executive increases his capacity an hour a day with an Ediphone. Talk your work away, too; record ideas, notes and dictation immediately... to either the new 8½" x 11" Desk Ediphone (like Major Williams', above) or the new streamlined floor model.

Al (Alford J.) Williams, Manager of the Aviation Department, Gulf Oil Corp.—Graduate of Fordham and Georgetown—Naval aviator in World War I (D.F.C.)—Speed record holder 1923-31—Member of N.Y. State Bar—Columnist for 18 Scripps-Howard newspapers. His book, "Airpower" (dictated on his Ediphone) just published is an authoritative story of military aviation and its part in World War II...No wonder Major Williams depends on his Ediphone!

Write Dept. S10, Thomas A. Edison, Inc., West Orange, N. J. or Thomas A. Edison of Canada, Ltd., 610 Bay Street, Toronto.

# Lumbermen Find Sales Training Best Public Relations Policy

Over 90% of the men who enrolled in the course sponsored by the Merchandising Institute of the National Retail Lumber Dealers Ass'n. report that the training program increased their sales.

**T**HE all-time high in private building construction was reached in 1926 when dollar volume exceeded \$7,000,000,000. The totals receded from that point on, until in 1933 the value of construction was only 11% as much as in 1926. For the past three years the total of private construction has averaged about \$2,500,000,000 or one-third of the top year.

The lumber industry made the great mistake of thinking of competition as being confined to its own field. Pine might compete with cypress and wood with steel and cement. That was the old-fashioned type of competition.

Actually the lumber industry faced its greatest competition as a result of social, economic, and industrial developments which created new competitors and new kinds of competition for housing.

## Gadgets Compete with Homes

Only a little more than three decades ago the average man had few things in life to which he could anchor his normal pride of possession and primary among these material things was his home. But with the advent of the automobile, the electric refrigerator, the radio, and other modern gadgets, he found that his pride of possession could be gratified by owning a bigger or better one of each of these. Moreover, they offered much less of a purchasing problem. Terms were made comparatively easy and the purchase required comparatively little thought since these items were sold as a unit. They were as easy to buy as a ready-made suit. These new products have taken the consumer dollar in accelerating degree, leaving less of it for home building.

With the advent of the FHA, mortgage money was made comparatively easy to get and with government inspection, a large amount of jerry-building was eliminated. This helped considerably.

But dealers and their employees generally lacked the knowledge to make

maximum use of the selling advantages of FHA. Retail lumbermen might be good at estimating, but they didn't know much about going out to create sales.

## Need of New Course Apparent

The continued drop in home building, plus the success of competitive industries which had sold aggressively, at last convinced a number of the more far-sighted leaders of the lumber industry that sales training and planned merchandising might work just as well in the lumber industry as in others. To overcome the lack of initiative and understanding of retail selling, 28 associations of retail lumber dealers and 11 of lumber producers and building material manufacturers together formed the Merchandising Institute of the National Retail Lumber Dealers Association. The Merchandising Institute engaged the services of Trade-Ways, Inc., to make a field survey and then prepare for it a course in retail selling.

In the last 15 months, more than 4,000 enrollments for the course have been made at \$28 an enrollment and new enrollments are coming in steadily every month.

A mail survey conducted at the end of the program's first year, among the enrolled lumber yards and their employees, revealed a striking correlation between time of starting to use the program and the gains in sales volume, and also a sharp indication of the speed with which the program produced immediate increases in sales.

The yards that started using the program in the first three months of 1939 averaged 10% ahead of building activities in their localities, for the first 11 months of 1939. The yards that went in a little later, in April and May, got enough additional volume in the next five or six months to put their average volume 7.8% ahead of local building activity. And even the yards which did not start using the course until June or later boosted their volume enough, in the next few months, to put their average sales for the first 11 months of 1939 a full 5%

ahead of building activity in their communities.

The program is organized in eight sections, each of which includes a special written text of 60 to 70 pages mailed at monthly intervals to each individual enrolled. With each text book there are a number of case problems calling for the application to every day situations of the ideas, methods and procedures described in the text. The answers to these problems are reviewed and graded by a competent staff and returned to the enrollee with a complete analysis of the problems.

The survey of results showed that the sales increases bore a direct relationship to the thoroughness with which the course was used. The yards whose men kept right up-to-date on their solutions to the case problems made an average gain of 12% over the local building activities. The smallest gains were made by the yards whose men followed the course less thoroughly.

For each of the eight sections an appointed group leader in each yard receives the complete conference guide, which contains a detailed, interesting program for a stimulating discussion of that section, with sales practice situations to illustrate application in accordance with the dealer's policies and problems. A Certificate of Completion is awarded to each man who submits satisfactory answers to all the case problems.

## Selling Wood — Eight Steps

The Association emphasized in its promotion work to members that the owner of the yard enroll everyone in his organization who comes in contact with customers, starting, of course, with himself. The prospectus makes the point "Your salesmen, your estimators, draftsmen, drivers, yard employees, office employees—all of them have direct contact with your customers. All of them can help to get more business *if they know how*. And this program will show them how."

The eight units of the program cover the entire selling process. The titles are:

1. Selling from the Customer's Viewpoint
2. Establishing Mutual Confidence
3. Guiding the Financing
4. Explaining Your Products
5. Winning Agreement
6. Overcoming Sales Difficulties
7. Maintaining Good Relations
8. Bringing in More Business

According to the hundreds of subscribers whose questionnaire replies

have been received by the Association, the most popular section is No. Seven—the one devoted to the subject of how to develop and maintain the best possible relations with customers. Next in order of popularity come Section Eight, "Bringing in More Business," and Section Six, "Overcoming Sales Difficulties."

### Success Methods Studied

The source material of the program lay in thousands of pages of verbatim reports gathered in the nation-wide field study of face to face selling. Successful dealers and their employees in all parts of the country were interviewed and observed. After the study was completed and the Institute Board had authorized the preparation of the text and supplementary material, each section, in manuscript, was reviewed thoroughly by a board of 30 dealers who sent their criticisms and suggestions to the directors of the Association. The latter then met with the editors to go over all suggestions before the section was published. Results show that this thorough-going procedure assured the practicality and readability of every part of the program.

The enrollment fee of \$28 is met in a variety of ways. Some employers pay it in its entirety or else it is charged in small weekly or monthly deductions from the employees' pay checks. Generally these deductions are refunded to the employee upon his satisfactory completion of the program.

For the 1940 regional and state retailers' association conventions the association brought out a news broadside called "Tested Selling News" containing a summary of the analysis of comments from dealers and employees. Among the points developed by the special survey made among enrolled members are:

Of the *individual* men who answered the question 91% said their study of the program had increased their sales.

The average gain reported by these men, over and above gains caused by improved building activities, was 14%.

The greatest single reason for the gains, these men indicated, was the improvement in their relations with their customers.

And 64% of the yards which had enrolled *any or all* of their men showed sales increases exceeding the improvement in building activity in their communities — with the best gains being made by the yards which

had enrolled *all* men instead of only a part of their men.

It is true that many forces have contributed to bring about the present healthy revival in residential construction and the directors of the association do not claim that "Tested Selling Methods" has been the whole answer, by any means. The fact however that the percentage gains among enrolled members have been materially greater than the gains of the industry as a whole does seem convincing evidence that the program has been worth while in increasing sales and profits.

During 1939, indeed, some of the most striking increases in sales volume, by yards using this program, were made in towns and cities where building activities were running well below the 1938 level.

Furthermore this practical course in salesmanship should be particularly advantageous to the industry at a period when upset world conditions and fears of inflation or debt repudiation are making thousands of people realize that *the* most satisfactory and lasting possession is a piece of ground with a good home on it.



Sales and advertising executives should look for this symbol in SALES MANAGEMENT advertisements as indication of a highly favorable current income ratio in the area indicated—a practical expression of the SM "High-Spot-Cities-of-the-Month" ratings given on page 56, this issue.





Mr. and Mrs. Wallace, a formidable team in the field of fancy foods.

## A Star Salesman Gives Ten Tips on How to Sell Quality

Bruce Wallace, purveyor of de luxe food products, is also a purveyor of merchandising information, sales ideas, and tested promotion plans.

"Pretty good" salesmen are fairly plentiful. Superlatively good ones are as scarce as jewels. J. Bruce Wallace is one of these. As a manufacturers' representative, Mr. Wallace handles about 20 lines, has had 20 years of selling experience. His advice is eagerly sought both by manufacturers and retailers. Here are some of the pointers he gave us on how to sell fine foods. Many are applicable to selling almost any kind of merchandise.—THE EDITORS.

**T**HE fancy foods that Bruce Wallace sells are mentioned by brand name on the menus of the fine restaurants that serve them. They are found not on the shelves of ordinary grocery stores—but only in the grocery sections of department stores and in fine food stores. Some of these products are nationally known—among them Café Rico, Romanoff caviar, Maywood ripe olives and Hartley's marmalade and jams. Others known only to gourmets, are turned out in home kitchens, in limited quantities—yet they are fruitful money-makers for their producers, for the retailers that sell them, and for Mr. Wallace.

Mr. Wallace has been on the road, selling fancy groceries, all his business life except a short span during which he ran a fancy delicatessen in Cincinnati. During that period he was impressed by the fact that the salesmen who called on him knew little of the products they were selling. It seemed to him that success would reward the efforts of any salesman who would take the trouble to study the good points of his line, and so he went to work selling Gulden's Mustard, with all of Ohio as his territory. In his first year, he doubled the sales volume in his territory. His employers conducted a contest during that period, with prizes for best displays set up by salesmen in retailers' windows; though the contest was nation-wide, Salesman Wallace won first, second and third prizes—but "not the fourth and fifth," he admits somewhat apologetically.

To increase his earnings, he took on a fancy fruit cake as a side-line. Before long he found he was earning more from the side-line than from the staple item. Upon the advice of W.

J. Rush, whose Martha Ann fruit cakes he was selling, he decided to drop the mustard line and specialize in fancy items. He took on two additional ones, Ming Cha tea and the Hester Price products. He still sells them.

### Enthusiasm Guides Choice

As time went on, he added new items, carefully limiting his choice to those about which he was personally enthusiastic. At first his territory was nearly half the size of the United States, but after ten years he cut it down to the area he now covers: Kentucky to Michigan, Buffalo to Indianapolis. Though his earnings have increased every year since he went on the road, they mounted sharply when he reduced his territory and began to cover it more intensively.

He gets an average of about 25 offers a year from manufacturers who want him to sell for them. It is his policy not to take on conflicting items. He has no prejudice against one-man or one-woman firms; in fact, he likes small organizations and enjoys having a part in building them up. The main thing, he says, is that the product must have merit. But he insists upon cooperation and fair dealing. He will not take on an ordinary, run-of-the-mill item, no matter what inducement might be offered; and he insists on confining his market to fine grocery stores, department stores, high-class clubs, hotels and restaurants, and fancy chain stores. He does not call on ordinary grocery stores, drug stores, or chains.

Mr. Wallace's efficiency is doubled—and perhaps tripled—through the assistance of his wife, who always travels with him. They rise at seven each morning, calling on the trade before nine. They act as a team. She is bookkeeper, secretary and file clerk, liaison officer (keeping manufacturers informed of their route, checking on deliveries, etc.) and chauffeur.

Their 1938 Packard De Luxe sedan is a sort of movable office and showroom. Spare tires are kept on the sides, leaving the back free to hold their baggage, extra samples, and file cabinets. Extra springs have been added because of this additional weight. Mrs. Wallace knows the traffic rules in all the cities they visit. Before leaving the car to make a call, Mr. Wallace receives from her the file cards for each of his lines sold in the particular outlet, showing previous purchases by the customer. Skimming over them, he decides which sample cases must be taken in. Sometimes all must be brought in—appetizers, fruit in glass,



*Did you Know...*

**WTIC covers the best  
market in the whole  
United States?**

Who says so? Sales Management in its September 1st issue. Here is why.

The estimated current effective buying income for the twelve months ending October 31st, 1940, shows the ratio of change for Connecticut to be 108.8, the highest of any state in the Union. (U. S. A. = 100.)

The per family annual effective buying income for Connecticut is estimated at \$3,423.00, the highest of any of the

United States and 39% higher than the average which is \$2,460.00.

This means 39% more cash response to your advertising—in a market that blankets all of Connecticut and much of the rest of New England.

WTIC can put your message across with the impact of 50,000 Watts—and the authority of over 15 years as the favorite station of this rich territory.

**WTIC 50,000  
WATTS**

**A "MUST" FOR A BIG JOB IN THE BIG SOUTHERN NEW ENGLAND MARKET**

The Travelers Broadcasting Service Corporation, Member NBC Red Network and Yankee Network

Representatives: Weed & Company, New York, Chicago, Detroit, San Francisco

soups, candies, cheeses, etc.

There are from 5,000 to 6,000 active 3 x 5 cards in six steel file cabinets the Wallaces take with them, arranged alphabetically, according to city.

Most of the manufacturers and importers Mr. Wallace represents are considerate and cooperative in such matters as sending him shipping notices, copies of mail orders and other correspondence with customers. "If they slip up many times, I discontinue the line," he told SM. Even the small ones soon learn to be careful, though a woman just beginning to commercialize a product prepared in her own kitchen can be pretty trying until she gets into the swing of business methods.

"Usually she has no system at first," said he. "I have to see to it that order pads are made up. I have to watch every step, for instance, in preparing price-lists; it's so easy to make them the wrong size or shape to clasp into a book, or too hard to read. And, of course, the newcomers have no knowledge of bookkeeping. Some are even careless about filling orders. At first they don't even own typewriters. One of my new accounts had a splendid product, but she antagonized customers by writing them long, illegible letters, by hand. A buyer from a big store told me he just threw them into the waste-basket without reading them.

### "As the Twig Is Bent"

"But the worst thing about a woman just starting out is that she is likely to imagine that her product is far better than it is—in fact, that the world is just standing still waiting for it. Some of them knock competitive products. One began by laying down the law about what outlets I might sell her product to. But after a while these difficulties are ironed out and the kitchen producer 'grows up' into a full-fledged manufacturer."

When Mr. Wallace takes on a new line, he spends several days studying it, testing it at home, thinking up plans for merchandising. He studies the reasons for the high price of the item, which may lie in the manner of production or the scarcity of the supply. He memorizes prices, so as not to have to fumble through price-lists. He has a loose-leaf indexed note-book containing prices, for ready reference, but rarely has to refer to it. He always designs special sample cases, for he has very definite ideas about how his lines should be shown, and he firmly believes that the manner of presenting a product has much to do with its acceptance. He believes, too, that a

buyer is confused if he is shown several items at once, especially if they are unrelated. He opens only one case at a time.

### Eye Appeal Aids Appetite

"When I open my Romanoff and appetizer case, it looks like the interior of a jewel case; there are leather compartments, with separate flaps covering each item. Appetizers, sardines, and caviar are in separate sections.

"When I took on a line of barley sugar, it seemed to me, in spite of the



## Wallace's Ten Rules for Sound Selling

1. Be enthusiastic and well-informed about your lines. Explain reasons for high prices.
2. Don't fumble for prices. Memorize as many as possible. For emergencies, have prices indexed and in convenient form for ready reference.
3. Carry material showing what other outlets are doing with your products: Clippings of advertisements, display photographs, etc. Other useful material: Articles by food editors, menus mentioning your items by brand name, manufacturers' promotional literature.
4. Keep your samples in cases designed for convenience and for showing the lines to best advantage. Keep lines segregated and *show only one at a time*. A buyer becomes confused if shown more than one at a time.
5. Give buyer merchandising suggestions, and show him how to increase profits. Tell him what stores in other sections are doing. (But don't discuss the activities of his local competitors.)
6. Make friends with all salespeople in each store, giving them samples of new items stocked, telling them their selling points and offering suggestions for increasing volume.
7. Keep careful records on cards, to be able to tell a buyer what he bought last year and the year before. This saves him the trouble of looking up his records. He will usually order at least as much as he did previously.
8. Never oversell. It makes a good impression on a buyer to have to re-order between your visits.
9. Be well-informed, not only about your own lines, but in all matters pertaining to the merchandising of fine foods. Buyers are always interested in knowing what fancy food stores in other communities are doing, in store layout, mark-up, display, advertising, and what items they are featuring.
10. Don't discuss politics or any other controversial subjects with your customers.



fact that nearly all my customers carry it, that their volume was too small. I designed a special sampling tin, shaped like a pencil-box, with dividers soldered in, to hold 12 flavors; and I persuaded buyers to try these flavors. The result was that many enlarged their stocks, and some now carry extensive assortments. For example, two big department stores in one mid-western city give me orders of 800 to 1,000 pounds at a time. Several such outlets devote entire cases to barley sugar now."

### Timely Suggestions Click

It is not unusual, when Mr. Wallace arrives at a store, for him to learn that either the buyer or the merchandising manager has a lot of questions to ask him: "Where can I buy this (naming some such oddity as pickled cock-combs)? What are stores in other towns doing? What are they pushing? How are they changing their store layouts? What's their mark-up? Which departments are growing and which are shrinking? Which of your items is moving fast in other stores?" Sometimes a buyer requests Mr. Wallace to make a tour of his department and suggest changes that might help increase profits.

Since they are so keenly interested in what other stores are doing, he has trained himself to observe what is going on in the field, not only with respect to the items he sells, but in every phase of fine food merchandising. He takes with him retail display photographs, articles by food writers, restaurant menus on which the items he sells are mentioned by brand name, and clippings of advertisements run by fancy food stores and the grocery sections of department stores.

"When I was introducing Café Rico in my territory," he said, "I had with me a manual reproducing ads that had appeared in magazines, and lists of key stores stocking the product. This was helpful. I put Café Rico into 98% of my markets." Then, showing a Gristede ad featuring French-Kettle Onion Soup, "This would get an order from a buyer in almost any part of my territory."

Mr. Wallace does not stop with educating the buyer or manager in the worth of the items he sells. He makes a point of talking to all salesmen and gives them samples of new lines stocked. He has two reasons for so doing. First, fancy foods must be *sold*, and the good will of salespeople is essential for this purpose. Second, today's salesman may be buyer or manager tomorrow—or he may go into



business for himself and thus become a prospective customer.

Mr. Wallace's services as a consultant are also sought by the manufacturers he represents. He is especially interested in packaging. A typical bit of advice might be: "No, I wouldn't put out a new candy item if I were you. Blank, another manufacturer, has a product just as good or better, and it would be uphill work to get a footing for yours. Why don't you get out another cheese item, say a cheese biscuit, since that's where your experience lies? There's room for new items in that field." (He believes there's more demand for cocktail items just now than for other types.)

Both the public and those who market groceries need to be educated with respect to high quality foods, in Salesman Wallace's opinion. A retailer, knowing that rice commonly sells at ten cents a pound, is likely to resist pressure to get him to stock wild rice, which sells at a figure somewhere around \$1 a pound. "Yet, when he learns the reason for the high price, his resistance breaks down. The finest grade of wild rice is to be found only in one section of Minnesota, where the Chippewa Indians live. It has to be hand-harvested, the Indians knocking it into their boats. It is dirty when it is brought in, and special machinery has been devised to clean it. Though it goes well with wild duck, the public should be educated to eat it with any fowl."

Incidentally, he induced the packer to put the product into 4, 8 and 12-ounce packages, as well as the pound-size; this induced more people to try it, and sales have risen to new heights.

Another example of missionary work: The buyer for a wholesale co-operative in Mr. Wallace's territory refused to stock caviar, claiming that member stores would not be interested

### Lewis-Howe to Sponsor New Quiz Show on NBC Network

Lewis-Howe Co., St. Louis, will sponsor "Fame and Fortune," a new quiz program, over 77 stations of the NBC Blue, starting October 17 for NR's laxative. Time: Thursdays at 8:30-9:00 p.m., EST. Tommy Dorsey's orchestra supplies the music. Stack-Goble agency, N. Y., is in charge.

L-H will fill a full hour on the Thursday night Blue network. On October 3 the "Pot O' Gold" program, for Tums, shifts from 8:30 to the 8:00-8:30 spot. Horace Heidt's "Treasure Chest" show, also for Tums, is heard Tuesdays from 8:30 to 9:00 p.m. on 70 NBC Red stations.

in so high-priced an item. Mr. Wallace called on half a dozen of the member stores and obtained sizable caviar orders, which he turned over to the wholesaler. This firm now buys \$6,000 to \$8,000 worth of caviar each year.

He does not send advance notice cards notifying his customers when he will call, for fear of notifying his competitors as well. He uses no special promotion methods except his supply of display pictures, advertisement clippings, etc., and special leaflets listing and illustrating a number of his fastest-moving items. The current one is

pale blue, with orange border lines and black lettering. Some of the foods listed are: Chippewa brand parched wild rice; Florida sea shrimp in glass and tin; Merritt's beaten biscuit; Romanoff caviar; Hartley's marmalade and jams; Fournier's brandied peaches and specialties in glass and tin; Ives' guava jelly and kumquats; pecan candy specialties; Mullane candies; Katherine Beecher's butter mints; C. E. Voogt's candy specialties; Dutchess food specialties (cheeses in wine and brandy); Ming Cha tea and cocktail crackers; Café Rico; Allen's toffee; Meier's Catawba juice.

## A Message About a NEWSpaper

... and One of the  
Nation's KEY MARKETS

- Folks in Fort Worth, North and West Texas rely on this NEWSpaper to give them the latest in news and information—the best in features. For a third of a century The Star-Telegram has grown with this rich section of Texas and become a part of the daily lives of families here.
- Interest is being focused on strong American NEWSpapers by National NEWSpaper Week. The Star-Telegram is proud to offer advertisers the largest audience of NEWSpaper readers in Texas—concentrated in one of the Nation's key markets. Maybe that's one reason firms advertising in this trading area realize the full striking power of their message only when they use The Star-Telegram—and use it adequately.
- We have an abundance of market information available for advertisers and their agencies. Just off the press is a new color map showing our family coverage by counties in the Fort Worth trading area based on 1940 census reports. Write for it if you have not received your copy.

## FORT WORTH STAR-TELEGRAM

Amon G. Carter, Publisher

**NEW!**



## BETTER THAN ANY PARLAY!! A PREFERRED LIST

from sure winners makes success certain to the most cautious buyer of advertising space.

### HOLYOKE, MASS.

1st in New England and 7th in United States.

Whatever **your** national average increase in business for October—it should be increased by 16% in Holyoke.

This selective service by Sales Management guides you to the market.

An advertising schedule in its only daily newspaper will do the rest . . .

We help your salesman and your sales.

### Holyoke, Mass.— Transcript-Telegram

18,856 Evenings Only

Represented by

Julius Mathews Special Agency  
New York, Boston, Chicago,  
Detroit

# Sales Management High-Spot Cities

Every month SALES MANAGEMENT, in an income-sales index, charts the business progress of 204 large cities. The ones shown in the following columns are those where, in the following month, retail and industrial sales should show the greatest increases in relation to the national average. The index figure actually measures the change in dollar income, and it is assumed that the change in sales can and

should roughly parallel the income change.

In this SM Income-Sales Index the expected *change* in each city is compared with that for the nation as a whole. A figure of 110 for an individual city means that the change in its sales and income in comparison with the same month last year is estimated by SM as being 10% more favorable than for the nation.

#### Suggested Uses for This Index:

- A guide for your branch and district managers
- Revising sales quotas
- Special advertising and promotion drives in spot cities
- Basis of letters for stimulating salesmen and forestalling their alibis
- Forward revision of Survey of Buying Power data from April 10, 1940, issue of SM
- Checking actual performance against potentials

*As a special service this magazine will mail, ten days in advance of publication, a mimeographed list giving the forward ratings of all 204 cities. The price is \$1.00 a year.*

#### Preferred Cities-of-the-Month

The following cities are ones where the expected income-sales change—next month vs. same period last year—is 10% or more better than the national change.

U. S. A. expected increase of 5.3% = 100 in the Income-Sales Index

Newport News	131	Jackson, Miss.	112
Berkeley	126	Kalamazoo	112
Reno	121	Rockford	112
South Bend	119	Sheboygan	112
Charleston, S. C.	117	Youngstown	112
Columbus, Ga.	117	Charleston, W. Va.	111
Holyoke	116	Chester	111
Mobile	116	Saginaw	111
Flint	115	Spokane	111
Miami	115	Akron	110
Pittsburgh	114	Albany-Troy-Schenectady	110
Dayton	113	Bay City	110
Duluth	113	Birmingham	110
Gary	113	Hamilton	110
Hammond	113	Huntington	110
Superior	113	Lorain	110
Canton	112	Sacramento	110
Cleveland	112	Wilmington	110
Detroit	112	Worcester	110
Erie	112		

#### Complete List of Cities Equaling or Exceeding the National Average — by Sections and Per-Capita Incomes

The following cities are those where the expected income-sales change—next month vs. same period last year

—equals or exceeds the national change . . . For each city the S.M. Research Department has computed

SALES MANAGEMENT

# EMPLOYMENT GAINS

...**Make Selling  
Easy in Detroit  
This Fall**

## Detroit Jobs Jump 35 P. C.

Work on '41 Autos Chief  
Factor in Gain

One of the greatest 15-day gains in employment in Detroit's history took place in the first half of August when factory employment in this area rose 35 per cent, the Detroit Board of Commerce announced Saturday.

Speed-up by local automobile manufacturers of work on 1941 models was given as the principal cause of this increase and is expected to result in still further employment gains during the second half of the month, the board said.

Industrial power sales, automobile production, retail sales of new passenger cars in Wayne County and traffic on the DSR were up during the latest week reported. All indexes are well above those for the corresponding week of last year.

### AUTO OUTPUT SPURTS

In his weekly survey of business trends, Willis H. Hall, manager of the industrial department of the Board of Commerce, reported: "The greatest gain for the week ended Aug. 17 was in automobile output, which rose 76 per cent above the level of the preceding week."

Fall and winter business has the "green light" in Detroit. New cars are rolling off production lines to the tune of several thousand daily, the employment index is curving sharply upward and payrolls are climbing steadily. Not in ten years have conditions been better for *profitable selling* in this big, active, responsive market.

And, the Detroit market is so easy, so economical to cover! Here *one newspaper*, The Detroit News, reaches 63½% of all the newspaper-reading homes of the city, and 80.5% of the total weekday city and trading area circulation of The News is *HOME DELIVERED* by exclusive Detroit News carriers!

Investigate the exceptional *easy selling* opportunity offered by Detroit . . . and The News . . . at once!

# THE DETROIT NEWS

THE HOME NEWSPAPER

New York: I. A. KLEIN, Inc.

Chicago: J. E. LUTZ





## WE CAN TAKE YOUR MESSAGE INSIDE . . .

The most luxurious homes and estates in Miami, Miami Beach, and Coral Gables . . . winter places of America's top-ranking executives . . . are open to the boy who delivers the morning *Miami Herald*. It's universally read among 266,164 permanent residents of Greater Miami and more than a million well-to-do visitors from all over the United States.

Sell Miami and You Sell the Nation

STORY, BROOKS and FINLEY,  
National Representatives

# The Miami Herald

FIRST-IN CIRCULATION AND ADVERTISING

per capita incomes for the year 1939, based upon Effective Buying Income totals as given in the April 10, Survey of Buying Power, divided by provisional population estimates of the 1940 Census. These base figures are then translated into figures for the coming month by this method: If a

city had a per-capita income of \$790 as of December 31, and a current index of 107, the income figure next month is at a rate of \$845. ( $1.07 \times 790 = 845$ .) This means that as of the particular month being forecast, the per capita income is running at that rate.

### New England States

	Income-Sales Index for November	S.M. Est. of Annual Per Capita Effective Buying Income
Holyoke	116	\$866
Worcester	110	710
Waterbury	109	781
Hartford	108	853
Stamford	106	654
Burlington	105	710
Bridgeport	105	692
Providence	105	817
New Haven	103	811
New Bedford	103	668
Springfield	103	798
Fall River	101	551
Lowell	101	717
Lynn	101	750

### Middle Atlantic States

	Income-Sales Index for November	S.M. Est. of Annual Per Capita Effective Buying Income
Pittsburgh	114	\$747
Erie	112	615
Chester	111	669
Albany-Troy-Schenectady	110	852
Williamsport	109	660

	Income-Sales Index for November	S.M. Est. of Annual Per Capita Effective Buying Income
Passaic	109	700
Wilkes-Barre	108	580
Jamestown	108	813
Johnstown	108	543
Camden	107	679
Altoona	106	598
Jersey City	106	763
York	105	697
Poughkeepsie	105	788
Newark	104	848
Syracuse	104	685
Buffalo	103	671
Trenton	103	745
Binghamton	102	686
Elmira	102	768
Allentown	102	574
Harrisburg	102	800
Lancaster	102	608
Norristown	101	584
Montclair	100	995
Scranton	100	808

### South Atlantic States

	Income-Sales Index for November	S.M. Est. of Annual Per Capita Effective Buying Income
Newport News	131	\$940
Charleston, S. C.	117	614
Columbus, Ga.	117	515
Miami	115	677
Charleston, W. Va.	111	647
Huntington	110	512
Wilmington	110	800
Baltimore	109	741
Tampa	109	556
Raleigh	108	520
Atlanta	108	656
Columbia	107	524
Norfolk	107	682
Portsmouth	107	702
Roanoke	106	623
Asheville	105	597
Greensboro	105	577
Washington, D. C.	104	880
Macon	104	579
Cumberland	104	573
Wheeling	104	697
Jacksonville	103	600
Savannah	103	544
Charlotte	103	580
Winston-Salem	103	565
Lynchburg	102	488
Richmond	101	657
Augusta	100	465

### East North Central States

	Income-Sales Index for November	S.M. Est. of Annual Per Capita Effective Buying Income
South Bend	119	\$723
Flint	115	800
Dayton	113	785
Superior	113	712
Hammond	113	646
Gary	113	673
Canton	112	654
Kalamazoo	112	800
Sheboygan	112	731
Rockford	112	709
Cleveland	112	900

# NEWPORT NEWS, VA.

## ON TOP

## OF THE TOPS

\$490,535,000 in Shipbuilding contracts at the Newport News Shipyard

A Sales Management Preferred List High-Spot City

### LEADS ALL U. S. CITIES

The Ratio of City to Nation in Expected Income-Sales Change Next Month vs. Same Period Last Year. U. S. A. = 100.

NEWPORT NEWS, VA. ——— 131

Every Business Index Justifies This Top Rating Among U. S. Cities

Assure Thorough Sales Promotion of This Highly-Concentrated, Compact Area

By Using **THE DAILY PRESS and TIMES-HERALD**

Write or Wire for Details About Phenomenal Growth  
Representatives: SAWYER-FERGUSON-WALKER CO.  
Radio Affiliate: WGH—1310 KC.—MBS

	Income-Sales Index for November	S.M. Est. of Annual Per Capita Effective Buying Income
Youngstown	112	615
Detroit	112	879
Saginaw	111	698
Akron	110	809
Bay City	110	641
Lorain	110	685
Hamilton	110	755
Terre Haute	109	766
Warren	109	622
Peoria	109	861
Zanesville	109	543
Lansing	109	700
Quincy	108	645
East St. Louis	107	515
Grand Rapids	107	760
Jackson, Mich.	107	800
Steubenville	107	528
Decatur	106	480
Champaign-Urbana	106	786
Evansville	106	593
Moline-Rock Island	105	636
Springfield, Ill.	105	740
Indianapolis	105	877
Cincinnati	105	925
Lima	105	670
Elgin	104	738
Toledo	104	715
Milwaukee	103	753
Columbus	103	704
Ft. Wayne	103	730
Aurora	102	820
Battle Creek	102	765
Green Bay	101	567

#### East South Central States

	Income-Sales Index for November	S.M. Est. of Annual Per Capita Effective Buying Income
Mobile	116	\$586
Jackson	112	452
Birmingham	110	572
Louisville	105	815
Knoxville	104	544
Nashville	100	698

#### West North Central States

	Income-Sales Index for November	S.M. Est. of Annual Per Capita Effective Buying Income
Duluth	113	\$700
Springfield, Mo.	109	541
Dubuque	109	790
Waterloo	109	794
Fargo	107	590
Minneapolis	106	862
Sioux City	105	943
Sioux Falls	105	684
Davenport	104	962
St. Louis	103	887
Cedar Rapids	102	890
Kansas City, Mo.	102	916
Des Moines	100	939
St. Paul	100	798

#### West South Central States

	Income-Sales Index for November	S.M. Est. of Annual Per Capita Effective Buying Income
Wichita Falls	109	\$722
Houston	106	713
Shreveport	106	574
Galveston	104	642
El Paso	101	753
New Orleans	100	548
Port Arthur	100	680

#### Mountain States

	Income-Sales Index for November	S.M. Est. of Annual Per Capita Effective Buying Income
Reno	121	\$1,100
Phoenix	107	526
Albuquerque	105	609
Billings	105	600
Tucson	105	536
Boise	105	627
Cheyenne	101	685

#### Pacific States

	Income-Sales Index for November	S.M. Est. of Annual Per Capita Effective Buying Income
Berkeley	126	\$1,043
Spokane	111	917
Sacramento	110	837

	Income-Sales Index for November	S.M. Est. of Annual Per Capita Effective Buying Income
Fresno	107	614
Seattle	107	935
Tacoma	106	767
Los Angeles	105	850
Stockton	104	674
Oakland	104	838
San Diego	103	731
Portland	101	850
Long Beach	101	967
Pasadena	101	952

As a special service SALES MANAGEMENT will mail, ten days in advance of publication, a mimeographed list giving forward income-sales index ratings of 204 largest cities, together with per-capita income estimates. The cost to subscribers is \$1.00 a year.



**BETTER**  
than 9 out of  
**Every 10**  
Families in  
Syracuse...

(51,024 out of 53,000 families  
who spend \$81,384,000.00 at retail)

**Reached at One Cost in One Newspaper!**

by the

**SYRACUSE  
HERALD-JOURNAL**

And in the total Syracuse Trading Area,  
101,059 out of the 115,000 families who  
spend \$154,110,000.00 at retail every year.



*Syracuse*  
**HERALD-JOURNAL**

Paul Block and Associates, National Representatives

# DESIGNING TO SELL



2

3

**1. Glass-Pack:** "New outlets have been opened and sales have skyrocketed" as a result of Hunter Packing Co.'s (East St. Louis, Ill.) switch to a glass container for its dog food. The container appeals to Fido at the left—or is it the contents?—as well as to his mistress who can use it as a tumbler after the contents are emptied. Anchor Hocking Glass Corp., Lancaster, O., produced both the container and the Anchor cap.

**2. Carved Containers:** Containers for Hula Lei Hawaiian perfume, now being distributed in this country by All-American Brands, Inc., Albany, N. Y., are hand carved of native woods in floral designs, and packaged in transparent boxes which display the wood carving. Bearing such names as "Hala," "Ipo" and "Nana," the perfumes are so labeled as to give the pronunciation of each name, its meaning and the perfume represented.

**3. Flyaway Bag:** A colorful plaid bag equipped with brushes for every purpose is being presented by Pro-phy-lac-tic Brush Co., Florence, Mass., for travelers, college girls and week-enders. The bag, equipped with eight Pro-phy-lac-tic items, is roomy enough to hold the owner's individual traveling paraphernalia.

**4. Redesign Job:** Ruth Gerth has redesigned the packages for the entire line of products manufactured by Kendall Mills, Walpole, Mass., giving emphasis to the trade-mark "K" by changing it to bear resemblance to the prescription "R" and incorporating it in the logotype. The Curity cross which had been used as an all-over design on the company's Curity line of products, (left) has been made more prominent and interspersed with the new "K". All packages are printed in two colors.

**5. Chippendale Symphony:** New to the 1941 line of radio-phonograph combinations being introduced by the Magnavox Co., Inc., Fort Wayne, Ind., is the Chippendale Symphony model pictured here. The unit is equipped with an automatic record changer, special receiver for FM broadcasts and a recorder for making phonograph records at home. The cabinet also provides record storage space.

**6. Record Keeper:** Remington Rand, Inc., Buffalo, has announced a new visible record cabinet, the floor model Safe-Kardex, insulated and "certified to protect the contents for an hour in heat ranging up to 1,700 degrees." Kardex slides drop easily into a ready reference position. The cabinet "is no higher than the usual office desk" and is equipped with wheels for portability.

6







500  
HEADS

ARE BETTER THAN 5

A leading advertising agency had four top notch themes for a new account. But conference after conference couldn't settle an all-important question: Which of the four would do the best selling job for the client?

No room for guesswork here. The advertising agency wanted facts, realized that the only way to get them was straight from the consumer. They knew that a small investment in research, NOW, could remove the risk of a costly error later. So they called in Ross Federal.

To more than five hundred typical consumers, in two widely separated cities, trained Ross Federal representatives showed proofs of four different ads. Likes and dislikes, ratings and reasons were carefully noted, tabulated, cross-indexed, reported to the agency. Out of the test came the clear answer

as to which ad series could be counted on to pull best. New merchandising ideas showed up on the report. The small cost of the survey brought a gold mine of real selling ammunition.

Just one typical example of how Ross Federal's copy-testing surveys can turn the consumer spotlight on knotty advertising problems. Daily, from coast to coast, Ross Federal Research is uncovering rich stores of information for advertisers—information you need for your selling and promotion, information which only a soundly conducted consumer survey can give you.

Ross Federal knows how to find the facts you need. Today, make a point of including a talk with a Ross Federal research consultant in your plans for the coming season.

**ROSS FEDERAL RESEARCH**

**CORPORATION • 18 EAST 48TH STREET, NEW YORK**

**AND 31 KEY CITIES FROM COAST TO COAST**

**FIRST** with the Facts!

# Have You Turned Your Telephone Into a Selling Tool?

If you haven't, you're neglecting a potentially valuable source of additional business, says this Chicago counsellor on "wire salesmanship."

**T**HREE girls in Chicago, employees of a large corporation, sit at telephones all day long calling up distributors and dealers. They take orders totaling an average of \$30,000,000 a year.

Authority for this believe-it-or-not is Robert Isaacson, of Chicago, Professor of Telephonic Communications. Mr. Isaacson's life-work is teaching salesmen how to sell over the telephone. He has been at it for 22 years and in the last eight months, he estimates, he has trained, in groups and classes, some 6,000 men; in his lifetime, perhaps 150,000.

Among his clients have been a great railroad, two of Chicago's largest meat packers, department stores, motor manufacturers, and others—but no bond houses, he says, or real estate promotions. His rule for sales getting is:

"The success of merchandising is in contacts."

## 'Phone for More Contacts

Enlarging on that, he adds that a salesman can make 20 contracts on the telephone in the time that he would make one in person. He has developed what he calls a "22nd solicitation." In that time the speaker identifies himself, creates an interest, qualifies the prospect and closes him. Closing, he specifies, does not mean a sale. Usually it means an appointment.

When he took over the job of organizing telephone solicitation for the Illinois Central Railroad to develop its freight business, he took as his staff four inexperienced boys just out of college. In three months' time, he reports, these boys had placed the names of 3,750 shippers on the road's books—shippers who had not been in the company's records before.

Ask the average salesman why he doesn't use the telephone more, he says, and the man will reply: "I don't know how."

He thinks that the average salesman, in that statement, is both truthful and correct. When he goes on a job for some large organization, one of the things he is most likely to do is

to sit on an extension for a day or two listening to the salespeople, or others, on the 'phone. Listening in that manner in a large department store in Chicago, he heard a woman call the store and say to a girl:

"I bought a dress in your store yesterday. When I got it home I found that a part of it was faded. I wanted to wear it to a party last night but couldn't."

"I didn't sell it to you. What the hell are you bawling me out for?" replied the store employee.

One day a clothing store operator, with two clerks, who happened to be a friend, challenged Mr. Isaacson to prove to him that the 'phone could be used to sell goods. He took the challenge. Sorting out a list of preferred customers he put the men to calling them in their spare time. The approach was this:

"I'm Mr. Blank's secretary. He has asked me to call you and find out if you can drop in within the next day or two."

"What does he want to see me

about?" would be the usual answer.

"He didn't tell me. He just said he wanted to talk to you."

When the men came in Mr. Blank would tell them:

"I'm going to put on a sale in a few days. As an old and highly regarded customer I wanted to ask you if you wouldn't like to look over the line and pick anything you might need in advance of the sale."

"Sales for the next three days totaled \$3,600," says Mr. Isaacson.

One day, in Iowa, he dropped in on an Oldsmobile dealer and said he had been sent in to help him organize his telephone solicitation work. The dealer was a bit indignant. Pointing to a cabinet he blurted out:

"There are my prospects, all listed on cards. They all know where I am and I know who they are. When they get ready to buy they'll buy. Should I bother them by 'phoning them?"

"Let's pick out a few of the best cards and see."

## Somebody Sold Them

They picked out a few of the cards and Mr. Isaacson got on the phone. The results were:

Prospect 1—"I just bought a Buick a couple of weeks ago."

Prospect 2—"Bought a car last week. A Ford."

Prospect 3—"I've got a new car, a Chrysler. Bought it a couple of months ago."

"So," Mr. Isaacson said, turning to him, "You've been sitting around, not 'phoning, all this time and letting your competitors sell them. How many other sales do you figure you've lost? Let's get right down to business and organize your men to do a little good telephone selling." They did.

One day, going over a prospect list, an automobile dealer pointed to a card and said:

"Don't call him. He's one of my closest friends. I play rummy with him a couple times each week. Sat in a game with him only last night. If he wants a car he'll come around."

"Fine, I'll call him," replied Mr. Isaacson. He put through the call and the friend said he'd be right over. Bursting into the office, he demanded:

"Say, what's going on here! I've known you all my life and this is the first time you've ever asked me to buy a car. I don't get it."

"Well," replied the dealer apologetically, "this is how it happened. Meet Mr. Isaacson. He's trying to show me how to get business over the 'phone. It wasn't my——"

"Fine," said the friend, "I'm in the market for a car and since you called



Robert Isaacson's title is "professor of telephonic communications." Simplified, it means he makes a career of teaching people how to ring cash registers by ringing bells.

I'll just put in the order. Let's see, this is the first car I've ever bought from you, isn't it?"

One day an old woman, with a quavering voice, answered the 'phone. She said she'd be right down. When she arrived she was all a-tremble and well up in her 80's.

Doubtful, the salesman asked her: "Who's going to drive the car?"

"Now just you don't worry about that, young man," she piped. "I've always admired hearing Major Bowes and when you called I just decided I'd do something to help pay him for all the pleasure he's given me. I'm going to make a present of a Chrysler to my son-in-law." She paid cash on the spot.

Mr. Isaacson considers himself a teacher of telephonic salesmanship. When he personally solicits it is to demonstrate his methods. He lectures to groups and classes and trains salesmen on technique. The men listen in on him and he listens in on them. One day when he was lecturing a group a little Negro boy, about ten years old, opened the door and asked: "Any you gemmen's wants a shine?"

#### As Simple As This

Calling the boy to him he said:

"Do what I tell you to and I'll give you a dollar." Then, turning to the class, he went on. "I'm going to demonstrate to you just how easy telephone solicitation is." The boy was told to read over the 20-second solicitation until he had it pat. Then he was told to call a number. He gave the solicitation and then, bung-eyed, turned and asked:

"De man's say we can see him at eight o'clock tonight. What does I say now?"

"Thank him," replied Mr. Isaacson.

"Thar's gold in them thar telephones . . . if you know how to use 'em," says Prof. Isaacson. "I've lots of records that go like this: 100 calls, four cars sold; 40 calls, two cars sold.

"Men make the best telephone solicitors. Why? Well, women make or influence about 95% of all sales, and women respond best to men's solicitations. If women call men the men are likely to take them lightly, maybe kid them.

"In small towns and rural neighborhoods, when you solicit, the prospect is likely to want to hang on and gab. That takes time and money. Learn how to say goodbye. In cities they want you to make it snappy. In all telephone solicitations you must have an approach worked out that grabs their interest quickly. If the

person you want to solicit isn't in, don't keep calling back. Leave your name and number and ask to have him call. That way you don't get to be a nuisance."

#### Canned Cranberry Sauce in Big Advertising Drive

Emphasizing ready-to-serve and growers' label, "Ocean Spray" cranberry sauce (product of Cranberry Cannery, Inc., South Hanson, Mass.) will be publicized for the rest of the year by space in *Better Homes & Gar-*

*dens, Good Housekeeping, Ladies' Home Journal, Sunset, The American Weekly, This Week.*

Radio ads include the Marjorie Mills program in New England; KTUL, Tulsa; KOMA, Oklahoma City; the "McCann Food Hour" on WOR, Newark; the "Pantry Shelf" program on WBT, Charlotte.

Trade paper schedules include *Chain Store Age, New England Grocery and Marketman's Magazine, Progressive Grocer, Super Market Merchandising, Voluntary & Cooperative Groups Magazine.* Harry M. Frost, Boston agency, is in charge.



**H**EADED by a man who managed this territory successfully for 15 years for one of the world's largest

tobacco companies, his hard-hitting sales organization is available to a few more manufacturers of consumer goods selling through drug, grocery, tobacco and novelty stores. Valuable contacts already established with leading wholesale houses and Southwestern chain buying offices. Write Box 747, Sales Management, for full particulars.

SALES AGENCY  
WITH A FOLLOWING WILL

## HIKE YOUR SALES IN THE SOUTHWEST

# King You!



**W**HEN you stop at the Book-Cadillac, whether you're our guest for a day, a week, or just for a drink, you will find that nothing is left undone to further your comfort and enjoyment. Here you are King . . . with our entire staff constantly on the alert to satisfy your wishes. Visit our beautiful Cocktail Lounge, Book Casino and Motor Bar.

## BOOK-CADILLAC HOTEL

1200 Rooms—Minimum Rate \$3.00

WASHINGTON BOULEVARD AT MICHIGAN AVENUE, DETROIT

W. O. SEELBACH  
Managing Director



W. J. CHITTENDEN, Jr.  
Resident Manager





## Agency Men Urge Convention Supporters to Elect Willkie

Two more prominent members of the advertising agency profession became actively identified with the campaign of Wendell Willkie for President last week when Chester La Roche and Ted Patrick, president and copywriter, respectively, of Young & Rubicam, Inc., New York, published an advertisement urging that the supporters of Willkie for the Republican nomination at the Philadelphia convention intensify their efforts to elect the GOP candidate. The ad, appearing in page space in the Fairfield (Conn.) *News*, was written and paid for by Mr. La Roche and Mr. Patrick as individual supporters.

Copy made a point of denying that the Willkie campaign is bogging down, declaring "But We Are! We the People! We are the ones who are bogging down. . . . The fierce determination, the acceptance of personal stewardship that thrilled the na-

tion when Willkie was nominated must burn again." Further copy pointed out the jobs that Willkie has done so far in the campaign and gave explicit instructions as to the action individuals can take in conducting "personal campaigns" for the Republican candidate.

The two Young & Rubicam executives prepared and paid for "nominate Willkie" advertisements which appeared in Philadelphia papers during the Republican convention. No immediate plans have been made for further publication of the Fairfield ad, the agency reported, but it is possible that it will appear in other papers as the campaign progresses.

One of the first agency executives to come out publicly advocating the election of Willkie was John Orr Young, head of his own advertising agency in New York. Mr. Young's campaign, which first appeared in the *New Yorker* soliciting \$2 contributions to pay for further advertising on behalf of the Republican candidate is

"working out nicely" the agency reported. Enough contributions have been received to continue the campaign in *Time*, *Life*, the *New York Times* Magazine Section, *Farm Journal*, *Forbes* and the Promenade Group.

Not even the Republican National Committee can say how many agency and advertising men are contributing their support to the Willkie campaign, but the list includes executives of many of the country's largest agencies. Bruce Barton, president of Batten, Barton, Durstine & Osborn, is actively supporting the Republican candidate, having been floor manager of the Philadelphia convention. Mr. Barton also delivered one of the seconding speeches for Willkie's nomination. Stanley Resor, president of J. Walter Thompson Co., is a member of the Republican Finance Committee, and Henry C. Flowers of the same agency is on leave to work in the headquarters of Associated Willkie Clubs, Inc. James R. White, president of Rickard & Co., has been put in charge of trade and industrial publicity for the Eastern division of the Republican National Committee.

## Agency Notes

The annual convention of the Pacific Council of the American Association of Advertising Agencies will be held at Del Monte, Cal., October 24-25. Although details of the program have not been announced, the two-day meeting will follow the general rule of the first day's session being open only to AAAA members and media men and other guests invited to attend meetings the second day.

The Pepper School Service, department of J. W. Pepper, Inc., New York, has announced a prepared program for use by schools, colleges and universities, to increase enrollments. Advertising, direct mail and publicity activities are included in the program. The school service is under the direction of George Butterly, vice-president of the agency.

James V. Malone, former director of research and promotion for Standard Rate & Data Service and until May 1 a partner in the firm of Zeff & Malone, Chicago agency, has formed his own agency, the James V. Malone Organization, in Chicago. The new firm will specialize in research and copy for industrial accounts and will offer a publishers consultation service.

## Personnel Changes

Albert Frank-Guenther Law, Inc., New York, has announced the appointment of Henry T. Rockwell as head of its radio department. Mr. Rockwell was formerly associated with Batten, Barton, Durstine & Osborn.

Robert M. Watson, former sales promotion manager for Leo J. Meyberg Co., San Francisco, has been named manager of the San Francisco office of Ruthrauff & Ryan, Inc., succeeding Frederick W. Duerr, resigned.

Batten, Barton, Durstine & Osborn, New York, has announced the appointment of D. Porter Bibb as director of publicity. Until recently associated with Harry A. Berk, Inc., New York, Mr. Bibb prior to that time was president of his own advertising agency in Louisville, Ky. Edwin P. Curtin has also joined the publicity department of BBDO to handle publicity on the E. I. du Pont de Nemours & Co. account. Resigning from the promotion and

SALES MANAGEMENT

# AKRON IS ASSURED IT WILL REMAIN THE RUBBER CAPITAL OF THE WORLD!

In a printed statement published in the Akron Beacon Journal June 26th, William O'Neil, President of General Tire and Rubber Company, said:

"We are pleased to announce that in the near future we will make a substantial addition to our plant. This new five-story building is a reality solely because for the first time in six years we have reasonable assurance of uninterrupted production. It reflects our faith in Akron and our desire to maintain Akron as the Rubber Capital of the world. We believe the "Old Akron" has come back, and it is our firm resolve to continue to have our tires made by the best workers in the world — the rubber workers of Akron.

"It is a matter of record that the Akron rubber companies pay the highest hourly wages of any industry in the country; in the months to come our facilities should be taxed to the limit to meet the current record-breaking demand for our tires."

\*The above statement by Mr. O'Neil is just one more reason why we say, "Akron is a rich Market that you cannot afford to overlook when planning your sales promotions." For complete economical coverage of this free-spending area, use the

## AKRON BEACON JOURNAL

Represented by: Story, Brooks & Finley  
New York Philadelphia Chicago Cleveland Los Angeles

# ARCHITECTS ARE BUSY!

For example, they're writing specifications on 99% of the \$150,000,000 being invested in schools, such as the Coffman Memorial Union Bldg., University of Minnesota, shown here. They plan three-fourths of the two-and-a-half billion dollars being spent for building.

Read By More Architects Than Any Other Publication

## ARCHITECTURAL RECORD

F. W. DODGE CORPORATION, 119 W. 40th ST., NEW YORK

development division of the New York World's Fair to join the agency, Mr. Curtin was formerly news editor of the National Broadcasting Co. press department.

Joseph T. Coenen, account executive in the Boston office of Alley & Richards Co.,



Joseph T. Coenen  
...Alley & Rich-  
ards, Partner.

Kampper

has been admitted to partnership in the firm. Mr. Coenen has been associated with the agency for the past 15 years.

Arkady Leokum, formerly on the copy staff of George Bijur, Inc., New York, has joined the New York office of Joseph Katz Co. in a similar capacity.

Irving Auspitz, former vice-president in the Chicago office of Erwin, Wasey & Co., has joined Critchfield & Co., same city, as vice-president and general manager.

Woodrow Sporn has resigned from Blackett-Sample-Hummert, Inc., Chicago, to join the New York office of Maxon, Inc., where he will work on the B. T. Babbitt account.

C. Howard Stevens, until recently associated with the New York office of Tracy-Locke-Dawson, Inc., has joined Griswold-

Eshleman Co., Cleveland, as assistant account executive.

The following additions have recently been made to the New York staff of Ward Wheelock Co.: John Zwinak, former art director for *Good Housekeeping* and Young & Rubicam, as art director. Miss Florence Perry, until recently with Macfadden Publications, as a member of the agency's research department; and Joseph Donohue, formerly with William Esty & Co., as a member of the copy department.



John Zwinak . . .  
Ward Wheelock  
Art Director

Herbert T. Hand, Jr., an executive of H. B. Humphrey Co., Boston, has been elected to the board of directors of the agency. Before joining the Humphrey agency several years ago, Mr. Hand was associated with the Boston office of Batten, Barton, Durstine & Osborn.

Edward M. Marks has resigned as production manager of J. Stirling Getchell, Inc., New York, to join Harry A. Berk, Inc., same city, as production and office manager. Prior to joining the Getchell organization, Mr. Marks was with the Blackman Co. for nine years.

Moser & Cotins, Inc., New York, has announced the appointment of William Messerschmidt as art director of the agency. Mr. Messerschmidt formerly held similar positions with Batten, Barton, Durstine & Osborn and Geyer, Cornell & Newell, Inc.

### Account Appointments

To: *Lord & Thomas*, the bread account of National Biscuit Co. . . . *Ferry-Hanly*, New York, Ohio Cosmetics Co., to promote Pledge nail cosmetics in business papers and magazines. . . . *J. M. Korn*, Philadelphia, Alexander Young Distilling Co., same city, for Y.P.M. Blue Label and Yellow Label blended whiskies. . . . *Cramer-Krasselt*, Milwaukee, Sperry Candy Co., makers of five-cent candy bars.

\* \* \*

To: *Guenther-Bradford*, Chicago, Porto-Bar, a new portable bar which will be advertised in magazines. . . . *William B. Remington*, Springfield, Thayer Co., manufacturers of baby coaches, strollers and doll carriages. . . . *Merrill Anderson*, New York, S. B. Thomas, Inc., producers of specialty bakery products, effective October 1. . . . *R. T. O'Connell*, New York, Muralo Co., manufacturers of building products.

\* \* \*

To: *S. E. Roberts*, Philadelphia, Fels & Co., to handle the advertising of Fels Naphtha soap and chips. . . . *Cory Snow*, Boston, L. Albert Co., Inc., Jamaica Plain, Mass., retail furniture house. . . . *Morton Freund*, New York, Bartlay, Ltd., manufacturers of men's sports wear. . . . *M. R. Kopmeyer*, Louisville, Kentucky Macaroni Co. . . . *Donahue & Coe*, New York, Skouras Theatre Corp.

OCTOBER 1, 1940

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## A Century on the Prairie

The *Prairie Farmer* will be 100 years old next January. In all those years it has never missed an issue. January 11, 1941, it will appear as an historical number telling the story of "A Century of Progress in Agriculture." This centennial issue, as planned, will contain 196 pages, including cover, and will be printed on high quality paper to give it long life. *Prairie Farmer's* circulation today stands at about 340,000. The press run for the special number will be 400,000.

*Prairie Farmer* was started in 1841 by John S. Wright as a weapon to be used to help the settler-farmer in his battle for his political rights and for his land. John S. Wright arrived in Chicago as a boy. His mother had been a New England school teacher and his father a Yankee store keeper. The family had headed for Galena, Ill., then a flourishing mining town. When they reached Chicago they stopped for a time and the father said:

"We have come far enough. This is the place. Here will be built the greatest city in the central country of America."

By the time he was 17 years old John S. Wright was in business for himself, receiving and forwarding shipments of goods on behalf of the pioneers who were coming west in ever-increasing waves.

Lloyd Lewis, Chicago's eminent historian, author of such books as "Myths After Lincoln," "Sherman, Fighting Prophet," and "Chicago: The History of Its Reputation," in his years of research uncovered John S. Wright as one of the heroes of early Illinois. He found him a forgotten hero, one whose achievements were unsung. He says that Mr. Wright was a giant who never gained the lime-light. Mr. Lewis has been very sad about that.

So when he heard about the coming centennial number of *Prairie Farmer* he volunteered with enthusiasm to tell the story of John S. Wright for it. To date he has compiled some 20,000 words. Lewis sums up his measure of him in these words:

"He was a hell of a man."

When John S. Wright was attaining manhood William Henry Harrison had just been elected the ninth president of the United States. Henry Clay had said of Illinois:

"The land in it is utterly worthless for any present purpose—not because it is not fertile, but for want of wood and water,

and from the fact that it is inaccessible, wanting all facilities for reaching market, so that nobody will go there and settle while it is so destitute of all the advantages of society and the conveniences which arise from a social state."

John Wright's mother, the school teacher, was agast that there were no public schools. His father was perturbed because the cattle men, seeking to retain the prairies as open range, were bitterly fighting the inroads of the farmers who had begun to fence their acres with split rails. Into all this John Wright threw himself with vigor. He built the first school in Chicago.

Then he haunted the legislative chambers of the state. Lloyd Lewis says of him that when every politician in the state house, then in Vandalia, was selfishly asking favors and gifts and advantages, each for himself, John Wright was the only man there pleading the cause of the people.

He demanded public schools, militantly and vigorously, and when he had put through the bill finally, after holding conventions and arousing the people, he found that politics was still after him. The politicians proposed that the schools be placed in the hands of a clerk in the secretary of state's office.

"Never!" he thundered. "We are to have a department of education and its chief must hold his head as high as that of any man in the state government! He must have dignity and power and position!"

It all came about.

The farmer settlers on the prairie were having their troubles. Fires, often mysteriously set, would come sweeping across the prairies in the dry autumns and would burn their rail fences. Often their buildings went, too. Wire fences had not been invented.

John S. Wright was one of those who learned that osage oranges could be used as living fences that could not be burned and would help to turn fires. He crusaded in his *Prairie Farmer* and in a few years millions of osage trees were planted in fence rows. The osage hedge is now almost extinct in Illinois, but there are those who say that it saved, at the time, Illinois for the farmer.

John Wright was always on the verge of making a fortune. He merchandised in a big way, he was a real estate promoter, a builder, and at one time he was a strong rival of Cyrus H. McCormick in manufacturing reapers and mowers. But, always,

just as he had seemed to achieve financial success a panic would come along and wipe him clean.

He lost *Prairie Farmer* in one of those depressions and for many years a medley of owners carried it on with varying success. Shortly after the turn of the century Burrage D. Butler, a volatile man who had founded and built newspapers in Mississippi Valley cities and retired, his fortune made and with cash in his hands at 40, picked it up.

*Prairie Farmer* then had a circulation of 24,000. Its readers were mostly in Illinois and mostly they were farmers. Mr. Butler began to build it up. It now covers the farm states of Illinois, Wisconsin, Indiana and Michigan and has a few thousand circulation in bordering states. It owns and operates WLS, known as "the *Prairie Farmer* station."

In its issue of July 2, 1857, *Prairie Farmer* carried a story, illustrated with a line drawing, telling of a "patented portable house" that was being built and offered for sale in Chicago. The story said that these could be put on prairie wagons, in knock-down form, and quickly put together with bolts on arrival at the homestead. It added that they saved much labor and were cheaper than the "usual balloon type of construction."

Another story, back in the '50's, told of the proposal of an inventor to air condition houses. His theory was that houses and buildings could be kept comfortable by blowing "cool, pure air" through them from the outside with the use of power—presumably steam. Issue after issue carried stories of proposed inventions and of men working on labor-saving devices. Some were powered with horses or oxen. Corn huskers, shellers, grain grinders, devices for elevating grain in storage houses ranked with all sorts of ideas for improved harvesting.

## Those Days Are Gone—

That was a period of frank journalism and the government seems to have laid no heavy hand on advertising copy as it does now. Cyrus H. McCormick bought space in early issues of *Prairie Farmer* to warn the farmers that "frauds and pirates" were trying to steal his patents and to beware of them. Sometimes he named the "frauds and pirates." When his rivals collapsed he sometimes announced it in paid space. "Ayer's Cherry Pectoral" was a steady advertiser. It raised the very devil with colds, etc. For many succeeding issues that might be the only commodity advertised other than agricultural machinery and nursery stock.

Nurseries were then in their heyday. Most nurseries advertised their osage orange trees as available by the hundreds of thousands. Fruit trees of all kinds were available in plenty. An article said that lucerne, which is alfalfa seed, could be had in St. Louis but probably nowhere else west of New York.

The editors are going over all those old issues, taking out quotations. In the end a story of 100 years will come out of it for the centennial issue.

The editors will group this under 12 departments. Each will be a complete section in the book. Each will have its own frontispiece and all will be in a four-color cover drawn by a celebrated Chicago artist. These 12 main subjects are:

*A Century of Progress.* A record of events as published in the *Prairie Farmer*

SALES MANAGEMENT



**WFBL** for Central New York

SYRACUSE • 5000 watts • CBS

FREE & PETERS, Inc., National Representatives



since 1841.

**Power and Implements.** The progress of farming methods from the ox-powered walking plow to the newest machinery.

**Soil and Crops.** Old and new practices of soil conservation and the coming of hybrid corn, Soy beans, alfalfa, sweet clover, lespedeza, etc.

**Transportation.** A story that will take the reader over ox cart trails, down canals, on trips by autos, rails, trucks, buses and airplanes.

**Poultry.** The early poultry breeds to the modern; the growth of the baby chick industry, scientific breeding and care.

**Livestock and Dairying.** The development of animal husbandry. Better beef and dairy breeds; the development of live stock shows. The improvement in methods of feeding and handling.

**Buildings and Equipment.** The change from log barn and lean-to and rail and hedge fences to modern buildings and the woven wire and electric fence.

**Commerce and Finance.** Evolution of banking and insurance and the growth of great marketing places such as the Board of Trade, the Stock Exchange and the packing plants.

**Home and Household.** This is the women's part. It's the story of the change in the liveability of the home and social life; of the coming of electrical appliances (1,800,000 farm homes now electrified) and water systems and conveniences undreamed of 100 years ago.

**Communications.** Comes now the telephone and the radio to the farm.

**Farm Chemistry.** The quest for new uses for farm products in industry. Processing plants which have opened new horizons. All this and the story of canning and packing.

**Classified advertising.** A reference library of breed associations with a list of poultry producers, hatcheries, nurseries and and those who supply a large variety of farm needs.

A considerable part of the issue will be devoted to the years since Burrige D. Butler, editor and publisher, took the helm. That goes back 38 years and in many ways it has been the most amazing story of progress. By that is meant not only the progress in farm life but in the life of *Prairie Farmer*.

"The chance to tell a story like this comes only once in 100 years," Mr. Butler told his staff. "Take the lid off."

## Hands Across Equator

Publications and radio groups here are proceeding vigorously with measures to aid the Government in winning increased friendship of Central and South American countries, and to persuade them, if possible, to continue in the democratic way of life.

*Reader's Digest* has increased the size of the initial issue of its new Spanish-language edition, to appear in November, to more than 100,000. Some 20,000 of these are "sponsored introductory subscriptions" from readers of the English-language edition.

All advertising space in the first three issues has been sold. Advertisers include Eastman Kodak, Hamilton Watch, Westinghouse, Nash-Kelvinator, General Motors, Studebaker, Grace Line, Firestone, Good-year and U. S. Rubber, United Fruit, Pan American Airways, Philco, Chase Bank, RCA, Standard Oil of New Jersey and Hotel New Yorker. "All revenue from advertising, subscriptions and newsstand sales," says *Reader's Digest*, will be used to develop "the largest possible Latin-American distribution."

OCTOBER 1, 1940

National Broadcasting Co. sends out a reproduction of a *Time* ad on South America, which appeared in full-page space in newspapers, titled, "The 90,000,000 Americans Who May Go to Work for Hitler."

The ad pointed out that South and Central America have about 750 papers—a good share of which practice top-flight journalism." Mentioned were Peru's *El Comercio*, Chile's *El Mercurio*, Argentina's *La Nacion*, *La Critica* and *La Prensa*, and Brazil's *Correio da Manha*. . . . *Time*, opening a new office in Buenos Aires and expanding its staff at Rio, not only gets direct coverage in Latin America but wires U. S. news to some South American papers.

NBC has prepared a brochure showing how its direct short-wave broadcasting to Latin America in Spanish and Portuguese "meets the new national need for a direct channel of communication" to those people.

CBS will extend "American School of the Air" to the entire Western Hemisphere when the "School" starts its twelfth season October 7. CBS furnishes copies of the scripts free for broadcast over the networks of ten countries. Last year, it was estimated, 10,000,000 pupils in 250,000 classrooms in this country used this series.

**Wood Products.** Chicago, will publish a quarterly Latin American edition, *Productos Madereros*, starting next month, "to encourage the adoption of United States manufacturing methods, designs and materials" there.

**American Exporter.** New York, has mailed to 3,000 manufacturers in this country copies of a folder on suggestions on the preparation of catalogs, sales literature and other printed matter for use in export selling.

## FM Progress

Frequency modulation continues to expand, in anticipation of its formal launching on January 1. FM Broadcasters, Inc., New York, reported last month that 36 applications for FM stations now await action by the Federal Communications Commission and that "at least 100 other groups are known to be planning FM activity."

Recent applicants include the Baltimore *Sun*, Worcester *Telegram*, St. Louis *Post-Dispatch*, NBC, at Chicago, General Electric, Don Lee Broadcasting System, Los Angeles, St. Louis University, and Stations WDRC, Hartford; WJR, Detroit; WHFC, Cicero, Ill.

In demonstrations of FM broadcasting, now being held every afternoon at the G-E building at the New York World's Fair, it has been found that the release of 10,000,000 volts of artificial lightning, as part

of the G-E exhibit, causes "no interference" with FM reception.

## Radio News

With the addition of KLO, Ogden-Salt Lake City; KOVO, Provo, and KEUB, Price, all in Utah, and WMRC, Greenville, S. C., station affiliates of Mutual Broadcasting System now total 150.

KVI, CBS outlet for Tacoma, has appointed George P. Hollingbery Co. national representative . . . Myron A. Elges, formerly commercial manager of KTMS, Santa Barbara, has become a sales representative of NBC's western division Blue Network . . . C. Otis Rawalt, from NBC's recording division, has joined Radio Advertising Corp., New York, as manager of the program division.

New features of the *Variety Radio Di-*

**ADVERTISING MANAGER**  
Ready in 60-90 days. Can handle busy advertising department in firm dealing with graphic arts, foods or drugs. At 30 have had several years experience in layout, packaging and display; copy, direct mail and media with top flight agency. Write Box 742, SALES MANAGEMENT, 420 Lexington Ave., New York.

**LINES WANTED**  
Established manufacturers' agent seeks additional line for sale to New England market. Prefer specialties; have complete branch office facilities, including warehouse service if desired. Principally interested in line having a low or medium unit of sale, with repeat possibilities. Please give full particulars. Box 724, SALES MANAGEMENT, 420 Lexington Avenue, New York City.

**AMERICA'S No. 1 QUALITY GIFT-PREMIUM PRIZE**  
Plain or with Firm Insignia, Trade Mark, Product, Initials, embossed in color—give a ZIPPO and "be remembered more often." Lights anywhere. Lifetime Guarantee. Write for PRICE LIST & FOLDER ZIPPO Mfg. Co., Box 15 Bradford, Pa.  
**ZIPPO** Windproof LIGHTER

**FREE**  
SALESMEN ASK YOUR FIRM FOR  
HILL BUSINESS CARDS and SERV-A-CARD CASES  
WRITE FOR DETAILS • SEND SAMPLES OF YOUR CARD  
R.O.H. HILL, INC., 276 LAFAYETTE ST., N.Y.C.

**NEXT STOP ST. LOUIS!**

**AND MY STOP IS HOTEL Mayfair!**  
TOPS IN FOOD & SERVICE - AND RIGHT DOWNTOWN

**ALL ROOMS WITH BATH... RADIO RECEPTION**

rectory, 1940 edition, just issued include a synopsis of the theory and practice of measuring radio sales effectiveness; an "Executive Who's Who" section; biographies of 1,316 network radio performers; data on television and frequency modulation.

\* \* \*

Several of radio's orchestra leaders recently have become members of American Society of Composers, Authors & Publishers—among them Meredith Willson, Fred Waring, Richard Himber. ASCAP membership has reached the record high of 1,285. . . . Meanwhile, with 10,000 copyrights already available, and 200 newly created popular tunes, Broadcast Music, Inc., currently is doubling its song output.

\* \* \*

WJSV, Washington, D. C., issues a folder on "Can Radio Sell Houses?"

\* \* \*

C. Lloyd Egner, head of the NBC-Radio Recording division since 1934, has been



C. Lloyd Egner

elected a vice-president of National Broadcasting Company. Mr. Egner previously was manager of record and recording sales

of RCA Manufacturing Company. . . . Bertram Cutler has been elected to the board of directors of National Broadcasting Company. Mr. Cutler also is a director of RCA, New York Central Railroad, Equitable Life Assurance Society, Chase National Bank and other corporations.

\* \* \*

The battle between Broadcast Music, Inc., supported by the major networks and by several hundred radio stations, and the American Society of Composers, Authors and Publishers has been intensified with the requirement, by National Broadcasting Company, effective October 1, that all orchestras broadcasting on NBC sustaining shows must "schedule and play at least three non-ASCAP compositions during each broadcast period."

\* \* \*

Frank Braucher, vice-president in charge of sales and a director of WOR, Newark, has resigned, effective November 1.

\* \* \*

Network and local advertisers whose programs feature contests or offers on WCCO, Minneapolis, are getting additional plugs on a weekly fifteen-minute program called "Offer Index" there. The same contests are summarized in WCCO's advertisement in the Minneapolis *Star-Journal* on the same day.

### "Living Lithography"

The Philadelphia Art Alliance, in collaboration with the Lithographers' National Association, open an exhibition of "Living



Herbert Hosking

Lithography" at the Alliance's building in Rittenhouse Square, to run for the month of October.

Included are letterheads and bank checks, 24-sheet posters and truck signs, cereal packages and coffee cans, tooth paste wraps and cosmetic boxes, dinner ware and beverage trays, seed bags and chintzes, textbooks and writing pads, games and puzzles and decalcomanias, and other examples of the work of this \$200,000,000-a-year industry.

There are model grocery and drug stores, a "Travel in America" exhibit, a tobacco products display. Lithography of distillers, brewers and vintners decorates the Art Alliance bar. And, of course, there are circus and theatrical posters.

Herbert Hosking is general chairman.

### Business Paper News

I. P. MacPherson, Jr., formerly on the sales staff of *Printers' Ink Monthly*, has joined the sales staff of *Sales Management*, handling promotion. . . . Willard S. Johannsen, from the *Electrical Dealer*, has been named editor of *Farm-Town Hardware*, Kansas City. . . . David M. Sloane, formerly publicity director, National Association of Retail Grocers, and advertising manager of the Clover Farm and National Brands stores, has become owner of *National Delicatessen Grocer*, New York. . . . George W. Gibbs, from *Traffic World*, has

become advertising manager of *Resort World*, New York.

\* \* \*

McGraw-Hill Publications have made several business staff changes: W. Hunter Sneed is now manager of market research for *Aviation*, *Bus Transportation* and *Transit Journal*; Lloyd Dunn, promotion and research manager of *Electrical World*, *Electrical Contracting* and *Electrical Buyers' Reference*; Charles Fowler, assistant manager of promotion and research of *Electrical World* and *Electrical Contracting*.

\* \* \*

*Pacific Road Builder and Engineering Review* and *Beverage Industry News*, both of San Francisco, and *Mid-West Contractor*, Kansas City, have become members of Controlled Circulation Audit, Inc. CCA members and applicants now total 132.

### Magazine News

Employees of Fawcett Publications, Inc., who are members of National Guard or reserve units called for mobilization, "will be welcomed back to their jobs upon their return from active duty," W. H. Fawcett, Jr., president, has announced.

\* \* \*

*SKI*, "national magazine of winter sports," will make its debut in December. Ski Publishing Company, New York, is publisher; David Judson, editor, and Jay Wells, business manager.

\* \* \*

Macfadden Publications will merge *Photoplay* with *Movie Mirror* with the January issue. Ernest V. Heyn is editorial director. Circulation of *Movie Mirror* in the first half of 1940 was 437,000, and of *Photoplay*, 414,000.

\* \* \*

The *Cook's Digest*, New York, made its debut in states east of the Mississippi last month. Alice Coulter, editor-publisher, formerly was with Norwich Pharmacal Co. . . . *Yachting Bulletin*, Chicago, published for three years as a weekly newspaper, became a monthly magazine September 15. . . . *House Beautiful*, with the November issue, reduces its newsstand price from 35 to 25 cents and annual subscription price from \$3 to \$2.50.

\* \* \*

Ben Hibbs, associated with the *Country Gentleman* for 11 years, has become editor of this publication, succeeding Philip S. Rose, who retires. Mr. Hibbs, 39 years old, had varied experience on western newspapers before joining the *Country Gentleman*, in May, 1929.

\* \* \*

Austin LeStrange has been elected vice-president of *Southern Agriculturist* in charge of advertising, with headquarters in New York. New members of the executive committee are William Springer, Kenneth Stansfield, B. H. Chalfant, Dan C. Rankin and Mr. LeStrange.

\* \* \*

Clare Boothe, playwright, has been named associate editor, and Alexander Woollcott, William Saroyan, John Golden and Gilbert Miller, contributing editors of the new *Stage*, New York, first issue of which will appear this month.

\* \* \*

Frederick L. Van Lennep, formerly an account executive with N. W. Ayer & Son, has joined the advertising sales staff of *Newsweek*, at Philadelphia. . . . Thomas L. Smith has joined the New York staff of *Elks' Magazine*. . . . C. D. Jackson, vice-president of Time, Inc., and general manager of *Life*, has taken leave of absence to become president of a new Council for Democracy, New York, intended to "define

## YOU WANT PROFITS

From DYNAMIC DETROIT — So do WE. If you are a manufacturer with products or equipment that can be PROFITABLY MARKETING in Michigan and Northern Ohio a group of DETROIT SALES ENGINEERS, Graduate CIVIL, MECHANICAL and ELECTRICAL ENGINEERS with PROPER INDUSTRIAL CONTACTS in this area are interested in receiving complete details regarding your products. Write,

PAUL B. WALDIN

308 BOULEVARD BLDG.  
DETROIT, MICHIGAN



and revitalize the concept of Democracy to the American people."

*Puck, the Comic Weekly* is introducing a month-end special edition mailed to all food stores in the 583 cities where it covers 20% or more of the families. The edition carries editorial features and ads of companies which accept this service. *Puck* also runs a cash-prize display contest for dealers.

*The American Weekly* has sent coated proofs of its September 15 and 22 covers to drug and department stores for display purposes. The covers carried fashion notes on make-up and perfumes in connection with paintings by Henry Clive and verses by Phyllis McGinley.

*Life* rose from seventh to second and *This Week* from eighth to third among all magazines in dollar volume of grocery product advertising in the first half of 1940, as compared with the parallel period of 1939. The *Post* continued first.

The *American Home* has issued a promotion piece on the progress of the nation—and of *American Home*—in the last seven years.

### Newspaper Week

Some 1,000 of the country's 2,000 dailies and 4,000 of the 10,000 weeklies are participating actively in National Newspaper Week, October 1-8.

Norman Chandler, *Los Angeles Times*, heads a publishers' committee in charge of the week. President Roosevelt has issued a statement on newspapers which will be released this week. King Features Syndicate has offered several stars—including Bob Ripley, Otto Soglow, Bugs Baer—as speakers. NEA Service has prepared a series of articles. *Chicago Tribune* and Metro Associated Services are distributing ads about the importance of newspapers. Western Newspaper Union is sending out mats of articles by Merle Thorpe of *Nation's Business*; Roy Brown, president of National Editorial Association, and others. *Editor & Publisher* published a special edition on it September 28.

Friday, October 4, will be Newspaperboy Day.

### Newspaper News

Total advertising in newspapers of 52 leading cities in August was 1.7% above the level of August, 1939, Media Records reports, and was ahead 2.1% for the first eight months. Two major classifications declined in August—general (national) by 3.8 and financial, 11.4. On the other hand, retail rose 2.3; automotive, 3; classified, 4. Financial—down 6%—was the only major group to show a loss for the eight months. Automotive—up 17.8%—made the best showing in this period.

The *Atlanta Journal* has appointed Sawyer-Ferguson-Walker Co. as national advertising representative, effective October 1. . . . The Lakeland, Fla., *Ledger Star-Telegram* has appointed Theis & Simpson Co. national advertising representative, effective December 1.

Two weekly Catholic publications with combined net paid circulation of about 1,000,000—*Our Sunday Visitor*, Huntington, Ind., and the *Register*, Denver—will be offered to advertisers as one unit. C. D. Bertollet & Co., Chicago, is national representative.

The Bureau of Advertising, American

OCTOBER 1, 1940

Newspaper Publishers Association, has issued a four-page folder entitled "The Lady Has the Right Idea," reproducing a newspaper cartoon showing an outraged wife and mother attempting to gain the attention of her family, every one of whom is busy reading a section of the newspaper.

A. L. Beyea, for ten years space buyer of National Export Advertising Service, has joined All America Newspapers' Representatives, Inc., New York. He will engage in special promotion for a group of Puerto Rican papers.

### Miscellany

Patents on a new process of welding galvanized sheets and structural elements, regardless of size, so that the joints are left in a rust-proof condition have been

granted to the Artkraft Sign Co., Lima, Ohio. This Galv-Weld process is now used in the manufacture of Artkraft products and manufacturers in various fields are being licensed.

Jay Murray and Frank Malone have formed Murray & Malone Co., Minneapolis, to handle the sale of Twin City street car advertising in Minneapolis and St. Paul.

Leo P. Bott, Jr., recently assistant promotion manager of *True Story* and for 18 years operating his own advertising agency in Little Rock, Ark., has become advertising and sales promotion manager of Filmack Trailer Co., Chicago.

Robert R. Snoddy has been advanced from general manager to vice-president of Audio Productions, Inc., New York.

## Appoint RAILWAY EXPRESS your First Assistant Sales Manager



Give your salesmen an added selling advantage by having inbound and outbound orders delivered at top speed by RAILWAY EXPRESS. You can rush samples, blue prints and other necessary sales ammunition to salesmen and prospects—at the psychological moment to close the deal . . . at fast passenger train speed. These are but a few of the reasons why

many Sales Managers have, in effect, appointed RAILWAY EXPRESS, First Assistant in matters of transportation.

For service or information, phone us.

For Super-speed—Use Air Express—3 miles a minute. Special pick-up—Special delivery

## RAILWAY EXPRESS

AGENCY INC.

NATION-WIDE RAIL-AIR SERVICE

### ARE YOUR MILWAUKEE SALES WHAT THEY SHOULD BE?

If you're not completely satisfied with your Milwaukee and Wisconsin sales, I may be able to help through introducing you to a man who has a remarkable record as a salesman and sales executive. He is now sales manager of a reputable good-sized Milwaukee company and doing an excellent job, but opportunities there are limited because of an estate entanglement. Experience records prove that he is a good organizer, and a good trainer of men.

He is bright, hardworking and adaptable, and would quickly learn your line, its problems, its potentialities. He has a tremendous following with industry in Milwaukee and throughout Wisconsin.

He is 35, married, one child, and owns his own home. He's definitely worth considering as manager of your Milwaukee office if you're not completely satisfied with current results in that prosperous city.

**Philip Salisbury, General Manager  
SALES MANAGEMENT  
420 Lexington Avenue, New York**

MONTREAL  
TORONTO  
WINNIPEG

## GIBBONS KNOWS CANADA

J. J. GIBBONS LIMITED • ADVERTISING AGENTS

REGINA  
CALGARY  
EDMONTON  
VANCOUVER



## HUSTLE WITHOUT BUSTLE

We're hustlers when the occasion demands but we don't make any noise about it. Our service is as cheerful and quiet as it is speedy.

Roy Steffen  
Karl Eitel  
Emil Eitel



**BISMARCK**  
HOTEL-CHICAGO  
RANDOLPH AND LA SALLE



### For the best VACATION You Ever Had

Nowhere else will you find such facilities for sport and recreation. Located in the heart of this great city, one block from Lake Michigan, you will enjoy swimming at the fine sandy beaches. Lincoln Park, one of the true beauty spots of the world, is just a few blocks north of the Knickerbocker. Here, golf courses, tennis courts, and bridle paths will delight even the most professional sportsman. • For a gay vacation, come to Chicago; make your headquarters at this modern and very newest Chicago hotel.



ALLAN G. HURST  
Manager

**CHICAGO'S**  
**KNICKERBOCKER**



Booklets reviewed below are free unless otherwise specified, and available either through this office or direct from the publishers. In addressing this office please use a separate letterhead for each booklet requested, to facilitate handling. The address is SALES MANAGEMENT, Reader's Service Bureau, 420 Lexington Avenue, New York, N. Y.

### New Sales Geography of the Pacific Coast

Any sales executive who is operating direct or through jobbers on the Pacific Coast, and who has not received from Columbia Broadcasting Corporation's Pacific Network a copy of "Sales Geography of the Pacific Coast," should put in his bid at once. The 50-page study has been distributed to executives on the CBS list—both sales and agency executives—and the small remaining supply will be carefully rationed, we understand. But this study is well worth an extra effort by anyone who has been missed in the mailing.

It is labeled—and it is—"a handbook for sales executives." In order to help these executives determine for themselves whether their Pacific Coast sales are in line with the potentials of that area, based on higher per capita income, retail sales, food sales, drug sales, automotive sales, gasoline sales, furniture and household goods sales than the rest of the United States, this study arranges all areas on the Coast into five "business states." These "business states" represent the areas throughout which western wholesalers distribute merchandise, and as such, follow distribution and not geographical lines. The "business states" are respectively the areas served out of Los Angeles, San Francisco, Seattle-Tacoma, Portland and Spokane.

The first section of the study arranges all market data in these "states" by the business indices of population, radio families, retail sales; and with a further breakdown for retail outlets and dollar volume in food, drugs, automotive, gasoline, furniture and household goods. The second section analyzes each of the "business states" itemizing the business indices for each "state" and adding a complete roster of the cities and towns in each area, plus an extremely interesting sales manager's map. This map shows the main routes of distribution in the "state" and the relative importance of each county in its percentage of retail sales in the entire "business state."

The last section, devoted to the advertising geography of the Pacific Coast, emphasizes the importance of radio coverage for this area and includes an enlarged, fold-over map, with tissue overlays, showing CBS daytime and nighttime coverage.

Requests for this truly excellent study should be sent direct to George L. Moskovics, Columbia Broadcasting System, Los Angeles, Calif.

### WIBW Publishes 1940 Kansas Radio Audience Study

On the heels of the recent Iowa radio audience study coming from the workshop

of H. B. Summers of Kansas City College, appears the fourth annual study of "The Kansas Radio Audience." This 1940 edition, published and distributed by Station WIBW of Topeka, is as always one of the best organized and documented radio studies available to marketing men. Interviewers, calling at homes in every county in the state excepting one, secured 7,031 interviews during the last ten days of March, 1940. Technique employed in assuring the correct correlation of interviews to population, income groups, and residential areas, followed that of previous studies, and produced results based upon nearly 1.7% of the total population of Kansas.

First three classifications of information (1) classified listeners by total family radio ownership, showing a slight increase in sets over the 1939 study—84.8%; (2) classified radio and non-radio families according to high, medium and low income; and (3) presents extensive information with graphs on the listening hours preferred by women and by men according to urban, village, and farm residents.

A section on "Station Preferences" lists, graphs, and analyzes both Kansas and out-state stations. Among the specific classifications are those involving preferences by farm, village and town (graph), by districts and also by counties, for news, market reports, and local programs. Concluding section is devoted entirely to program preferences, analyzed in a score of viewpoints. Local programs have the edge on network offerings for the state as a whole, and the sixteen types of programs range from a high of 69.7% preference for news, to 7.5% for—oddly, as it seems to us—"farming talks."

Copies of the study will be sent on request to Ben Ludy, Station WIBW, Topeka, Kansas.

### War Industry Boom Arrives in Louisville

In adjusting sales and advertising programs for the months ahead, all organizations naturally wish to take full advantage of the increased spending—the brand new payrolls—which are blossoming from the re-armament program. Louisville, where Uncle Sam's gold depository at Fort Knox has focused attention on the strategic location of this area, is one of the most important of these areas. For the benefit of marketing executives, the *Courier-Journal* has published an excellent brochure itemizing specific government developments. Among these are (1) the huge du Pont—Government powder plant, involving 6,000 men, \$400,000 weekly payroll, \$25,000,000 construction costs. (2) Increased military forces and expansion projects at Fort Knox, with weekly payroll approaching \$350,000. (3) Greatly increased activities in purchases, personnel and payroll of the U. S. quartermaster depot serving the Fifth Corps Area. (4) Enlarged facilities and staff at Bowman Field, bombardment training center.

All of this is super-imposed upon the normal industrial activities of the market, which for several months has been well up on SM's High-Spot City list. The study estimates an increase payroll for Louisville of 37.7% during the coming year. Interesting data include estimates of potential increases in food, house operation, furnishings, personal care, leisure, life insurance, clothing—to name only those items of particular interest to manufacturers.

Copies of "Gigantic New Purchasing Power Comes to Louisville" will be sent on request to J. M. Wynn, *The Courier-Journal*, Louisville, Ky.

SALES MANAGEMENT

# PERSONAL SERVICE AND SUPPLIES

Cash Basis Only. Remittance Must Accompany Order.

Classified Rates: 50c a line of seven words, minimum \$3.00. No display.

## EXECUTIVES WANTED

**SALARIED POSITIONS. \$2,500 to \$25,000.** This thoroughly organized advertising service of 30 years' recognized standing and reputation, carries on preliminary negotiations for positions of the caliber indicated above, through a procedure individualized to each client's personal requirements. Several weeks are required to negotiate and each individual must finance the moderate cost of his own campaign. Retaining fee protected by refund provision as stipulated in our agreement. Identity is covered and, if employed, present position protected. If your salary has been \$2,500 or more, send only name and address for details. R. W. BIXBY, Inc., 118 Delward Bldg., Buffalo, N.Y.

**EXECUTIVE POSITIONS**—The Executive Bureau's personalized advertising service offers a dignified, practical and confidential procedure to salaried executives of outstanding ability to complete the important first-stage negotiations for the higher salaried positions. The low cost of each campaign is financed and controlled by the client in a fair contract agreement. Identity held in scrupulous confidence. Inquiries invited from those whose qualifications can meet exacting requirements. **THE EXECUTIVE BUREAU, 700 Plymouth Building, Minneapolis, Minnesota, or 821 Commerce Building, Rochester, N. Y.**

**EXECUTIVES \$2,400—\$25,000**—This reliable service, established 1927, conducts confidential negotiations for high grade men who either seek a change, or the opportunity of considering one, under conditions assuring, if employed, full protection to present position. Send name and address only for details. **JIRA THAYER JENNINGS, DEPT. A, 9 CENTER STREET, NEW HAVEN, CONN.**

### EXECUTIVES! HIGHLY QUALIFIED MEN!

This competent, personnel advertising service conducts position-securing campaigns involving confidential, nation-wide negotiations with reputable employers. Identity covered, and if employed, position protected. Write

**HARRY F. JEPSON & ASSOCIATES  
LAND BANK BLDG., KANSAS CITY, MO.**

## HELP WANTED

**WANTED** for Sales Promotion work by a manufacturer of industrial equipment, young man, 25 to 30 years old. Candidate must be university graduate in engineering, with courses in marketing and advertising, also experience in layout, and preparing direct mail literature, covering mechanical and electrical equipment for plant use, and building mailing lists. Candidates preferred who have had some selling experience. Give age, education, experience and salary desired. Box 748, **SALES MANAGEMENT, 420 Lexington Ave., N. Y. C.**

**WANTED FIELD SALES SUPERVISOR**  
Our client, an eastern manufacturer of mineral feed supplements, wants a man with experience in selling and ability to train and supervise salesmen selling dairymen, poultrymen, etc. Such a man will be between 35 and 50 years old, know something of animal nutrition needs, but above all else how to sell successfully and supervise salesmen to get their fullest cooperation. This job requires constant traveling under direction of a sales manager. Salary and expenses to the right man with opportunity for advancement in pay and position. Write fully giving experience, references and desired starting salary.

**MOSER & COTINS INC.  
14 Hopper St., Utica, N. Y.**

## LINES WANTED

The FOLLOWING SALESMEN AND/OR sales organizations have filed with **SALES MANAGEMENT** bids for new or additional products to be sold in the territory designated. Manufacturers interested in establishing contact with any of these sales representatives should mention the key-number at the beginning of the advertisement. This department is conducted solely as a service and **SALES MANAGEMENT** cannot guarantee the integrity of any of the individuals or firms represented in this list. To the best of our knowledge they are reliable. Address: **READERS SERVICE DEPT., 420 Lexington Ave., New York City, N. Y.**  
Ag-97: Territory: Ill., hdqrs., Chicago. Wants exclusive representation of meritorious product in Chicago and entire state of Ill.  
Ag-98: Territory: Northeastern O., hdqrs., Akron. Wants beauty shop specialties; raw materials or ma-

## LINES WANTED—Continued

chinery supplies used in manufacture of rubber products.

Ag-99: Territory: Metropolitan N. Y., hdqrs., New York City. Wants builders' hardware, tools selling to jobbers and dealers.

Ag-100: Territory: Madison, Milwaukee, southern Wis., Chicago & Ill., northern Ind., river towns in Ia., hdqrs., Chicago. Wants products selling to automotive, electrical jobbers; mill suppliers; hardware, airconditioning, refrigeration wholesalers.

Ag-101: Territory: Cal., hdqrs., San Francisco. Wants equipment selling to electric, gas, water, oil utilities, & municipal, state, & national buying agencies.

Ag-102: Territory: L. A. & territory, hdqrs., L. A., Cal. Wants products selling to doctors, dentists, hospitals, etc.

Ag-103: Territory: Ky., Tenn., hdqrs., Knoxville. Wants any meritorious service or product.

Ag-104: Territory: Pacific N.W., hdqrs., Spokane. Wants lines selling to hardware, electrical, furniture trades; dept. stores.

Ag-105: Territory: Ind., Ky., southwestern W. Va., southwestern O., hdqrs., Cincinnati. Wants lines selling to electrical, hardware, automotive & mill supply jobbers.

Ag-106: Territory: N. Y. metropolitan area & surrounding territory; hdqrs., N. Y. City. Wants radio, sporting goods, electrical appliances, photographic supplies selling to retailers, wholesalers & manufacturers.

Ag-107: Territory: Canada, hdqrs., Toronto, Ont. Wants drugs, sundries, office equipment.

Ag-108: Territory: N. Y., Ohio, W. Va., western Pa., Ky. Wants line selling to jobbers and dealers. Commission basis satisfactory.

Ag-109: Territory: La., Tex., hdqrs., Dallas. Wants electrical item or lighting fixtures selling to electrical, hardware and appliance jobbers.

Ag-110: Territory: Tex., La., Ark., Okla. Wants two lines for dry goods and dept. store distribution.  
Ag-111: Territory: National, hdqrs., N. Y. City. Wants meritorious mds. or a service offering profitable opportunity selling through mail.

Ag-112: Territory: Eastern states, south east, or national. Wants sidelines or sustaining lines or items for drug, dept., chain, or novelty store trade.

Ag-113: Territory: Virginia, hdqrs., Richmond. Wants fishing tackle and sporting goods; business service or business system lines.

Ag-114: Territory: Southern states south of Ohio River and east of Mississippi to Atlantic Coast Headquarters: Cincinnati. Want good line of dresses, work clothes and boy's pants for general retail trade, department stores and jobbers.

Ag-115: Territory: Georgia. Several consumer lines for direct selling.

Ag-116: Territory: Metropolitan N. Y., hdqrs., N. Y. City. Wants repeat item for industrial users and mfgs.; office supplies or miscellaneous items.

Ag-117: Territory: Western N. Y., Western Pa., hdqrs., Buffalo. Wants chemicals, raw materials, new chemical specialties and synthetics selling to industrial and jobbing trade.

Ag-118: Wants items for hardware, sporting goods, cutlery, or specialty stores. Selling through jobbers. Territory: New England and Atlantic coast to Washington.

Ag-119: Territory: Upstate N. Y.; hdqrs., Albany. Wants product for bakery and restaurant following.

Ag-120: Territory: Minn., Wis., N. D.; hdqrs., Minneapolis. Wants any meritorious service or product.

Ag-121: Territory: New England, hdqrs., Hartford, wants additional lines, specialty items, low or medium unit of sale, repeat possibilities.

Ag-122: Territory: N. Y., N. J., Conn.; hdqrs., N. Y. City. Wants lines for bedding & domestic outlets, excellent connections.

Ag-123: Territory: Mich.; hdqrs., Flint. Wants lines of merit & with repeat possibilities selling to groceries & meat markets.

## PHOTO POST CARDS

**PHOTO POST CARDS**  
Newest, most economical method of displaying any product. Samples and prices on request. **Graphic Arts, Hamilton, Ohio.**

## MAILING LISTS

**SPECIAL MAILING LISTS, CHEMISTS, ACCOUNTANTS, Credit Managers, Sales Managers, Traffic Managers, Export Managers, Purchasing Agents, Officials of Corporations, High Salaried Executives.** Write **RESULTS ADVERTISING CO., MAILING LIST COMPILERS, 709 Pine Street, St. Louis, Mo.**

## POSITIONS WANTED

**EXECUTIVE WITH PROVEN RECORD** IN sales and general management, advertising, promotion rebuilding run down organizations. Sound thinking and profitable execution. 15 years experience in diversified lines. Electrical, hardware, department store, with manufacturers, distributors-retailers. Business and sales counsel. Now employed. Age 37. University BS. Knows marketing sectionally and nationally. Box 749, **SALES MANAGEMENT, 420 Lexington Ave., N. Y. C.**

**EASTERN SALES MANAGER:** As eastern sales manager of two national food organizations in the past seventeen years, it has been my job to establish and maintain leadership for these brands through volume business from the largest buyers. Accounts naturally include all chains, super markets, wholesalers, jobbers, department stores. Am now ready to undertake a new assignment from an aggressive organization, offering an A-1 product, earnings to be based on results produced. No desk job—will hire and train salesmen, working in territories personally and with sales force. Best contacts along entire eastern seaboard, including Montreal in Canada. Believe food and drug fields offer best immediate opportunities to produce—but can apply principles of selling and sales management in any field. Full details of experience in personal interview. Address Box 750 **SALES MANAGEMENT, 420 Lexington Ave., N. Y. C.**

## REPRESENTATION WANTED

**THE FOLLOWING MANUFACTURERS HAVE** filed with **SALES MANAGEMENT** bids for sales representation in the territory or territories described, for lines designated. Sales agents interested in establishing contact with any of these manufacturers should mention the key-number at the beginning of the advertisements. This department is conducted solely as a service and **SALES MANAGEMENT** cannot guarantee the integrity of any of the individuals or firms represented in this list. To the best of our knowledge they are reliable. Address: **READERS SERVICE DEPT., 420 Lexington Ave., New York City, N. Y.**

Mf-53: Product: Sideline for salesmen calling on retail drug and chain store trade. Territory open: National.

Mf-54: Product: Industrial specialties, established and repeating business. Territory open: U. S. and Canada.

Mf-55: Product: Paints, varnishes & specialties for jobbers, dealers, institutions & maintenance trade. Territory open: Eastern & Central states.

Mf-56: Product: New low-priced dress & Women's sportswear display form selling direct to variety dept., & women's apparel stores. Territory open: National.

Mf-58: Product: Drafting specialties & equipment selling to art supply houses, engineering depts., architects & schools. Territory open: National.

Mf-59: Product: Specialty product for home selling direct to consumer. Territory open: National.

Mf-60: Product: Automotive liquid cleaner that polishes & maintains silver surface; sold to fleet owners, service stations & garages. Territory open: National.

Mf-61: Product: Drug sundry now sold by most chains to sell in drug, dept. stores & chains. Territory: Cal., Ore., Wash.

Mf-62: Product: New Principle stuffing box packing for industrials, power plants, equipment manufacturers. Territory open: National.

Mf-63: Product: Ribbons and complete line of utility and decorative package tyings (store use only) for dept. stores, florists, candy, gift and specialty shops and all types of progressive retail stores. Territory open: National.

Mf-64: Product: Electric controls for gas water heaters for old and new homes, builders, plumbing, heating and electrical contractors. Territory open: National.

Mf-65: Product: Paint brushes as sideline for salesmen calling on retail hardware and paint stores. Territory open: National.

Mf-66: Product: Auto upholstery foam cleaner for interior and exterior; sold to used car dealers, fleet owners, accessory stores and service stations for resale. Territory open: National.

Mf-67: Product: Concentrated rug and upholstery cleaner; sideline for salesmen selling variety, hardware, dept., notion, accessory stores. Territory open: National.

Mf-69: Product: Drug item for house to house salesmen and/or national distributor. Territory open: National.

Mf-68: Product: Leather watch chains selling to jobbers & dealers. Territory open: National.



# C O M M E N T

BY RAY BILL



**S**ELF-MANAGEMENT FOR SALESMEN: During the last year or so SALES MANAGEMENT has been well salted with stories which have reported extraordinary results companies have achieved through throwing part of the burden of routine sales planning on members of the sales force. In one firm the salesmen are planning all of the sales meetings. In another they laid out and executed a large share of the program for the national sales convention. In still another they actively participated in building up a project for re-training themselves in the major fundamentals of selling the line. Again, they were found pitching in on the job of editing a house organ which is a clearing house for workable selling ideas.

In almost every one of these cases, the sales director expressed surprise at the way the sales force responded under responsibility—the way they tore into their assignments, gloried in “carrying the ball,” discharged difficult tasks of organization . . . This technique of management—the “let-George-help-do-it” school of thinking—might profitably be applied by scores of companies as a means for getting routine work done more efficiently. It gets the salesmen into a frame of mind where they are participating actively in the making of a business rather than plugging along with the frustrated feeling that inevitably results when too many things are simply crammed down their necks.

When the salesmen themselves help to plan a sales contest, for instance, the project becomes *their* property. They feel a direct responsibility for its success. They’ll fight to put it over. Give a salesman an assignment to manage a part of a sales meeting and sheer pride will not let him fail in the eyes of his fellow salesmen. The principle is simple and basic. Why don’t we use it more often?

The best part of these exercises in initiative is that the salesmen are automatically stimulated toward more coherent organization of their own thoughts and ideas. In getting on their feet before a group they gain in poise and self-confidence. The opportunity for self-expression brings out latent ability which might never be discovered under a “take-these-orders-and-don’t-ask-questions” type of direction.

Most of us are spending too much time trying to hire the mythical perfect salesman, instead of seeing to it that the average man we already have is given the opportunity and the incentive to develop to his full productive capacity.

**“I**T WAS GOOD ENOUGH FOR GRANDPAPPY”: Into the editor’s office some days ago came a sales promotion man who had lately been assigned to a subsidiary of a very large and well-known company. He was frankly bewildered. He was trying to figure out where to start on his new job.

As he talked, the reason for his bewilderment became clear. Even though the name of the parent company is known to almost every literate American over the age of 15, never in the history of the division had there been anything resembling a sales promotion department. There were no sales records. The company had for years gone on picking up business wherever it could be found, but *didn’t even have a list of customers and prospects for the products it sold*. Furthermore, the brass hats didn’t see any very urgent reason for either a sales control system or anything called sales promotion. They had all been raised in the parent company, a very old firm representing a near-monopoly, whose reputation had been built largely on technical excellence. They still reasoned, “We’re the kingpins in our line and people have to trade with us.”

It would be fun, indeed, to imagine what would happen to a company like this if some two-fisted hard-hitting sales manager were to take it over and replace its 1880 setup with a streamlined 1940 sales department that blueprints its market, analyzes its sales technique, sells on a selective basis, and knows the difference between a sales quota and a *pate de foi gras*. As it is, we can only sympathize with the sales promotion man who has two strikes on him before he ever comes to bat.

A striking contrast is offered by the executives of the air transport industry. If ever a group seemed to be justified in doing hearty chest-thumping, it would be the air executives. In less than ten years they have increased the number of customers by nearly 500 per cent, and increased the passenger revenue miles more than sevenfold. How? The air industry didn’t just *grow*. It has been *sold*. Good sales promotion has been important, but perhaps even more important is that success hasn’t made the heads feel, “our business is different.” At their Los Angeles convention late this month they will have several speakers who are sales executives of businesses quite foreign to air transport, sure that from them they will get ideas that can be applied to the air industry.



# ADAM and EVE - 1940 edition!

IT TAKES EMOTION TO MOVE  
MERCHANDISE...  
BETTER HOMES & GARDENS IS  
*PERPETUAL EMOTION*

THEY'RE MODERN... these two... modern to the core. Yet they are blissfully old-fashioned about the things that really count: home, garden, children. Old as Adam and Eve is this urge for a garden; this hunger to re-create; to make things bud and blossom; to find the tap-roots of life!

And to what book do they look for information and inspiration? Better Homes & Gardens! For, more than any other magazine in America, it senses the *emotional* sweep of their home-life!

That's why Better Homes & Gardens has always been a storehouse of *perpetual emotion*. Open any issue. See how the romance of living vibrates through its pages. See how its editors create the *mood* that is the sure prelude to purchase. See how its advertising pages become a *continuation*, rather than a *contradiction*, of its editorial pages. See the telling, selling job it does!

Then you'll know why Better Homes & Gardens is so rich in emotional urge; why it's the book people *buy* so they can *spend*; why it's the garden gate-way to America's Biggest *Suburban* Home Market! Meredith Publishing Company, Des Moines.



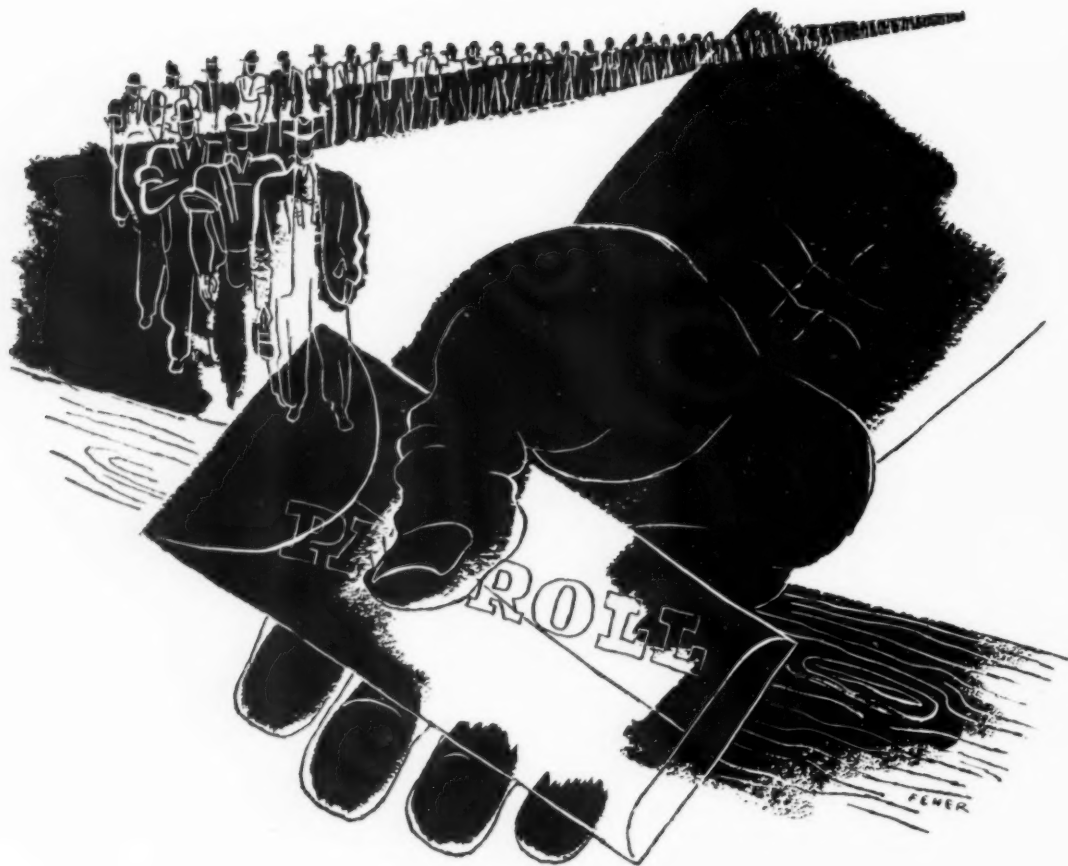
## BETTER HOMES & GARDENS

MORE THAN 2,200,000 FAMILIES

*America's Biggest* SUBURBAN Home Market

IT'S THE LIFE THEY LEAD

IT'S THE BOOK THEY READ



WHEN YOU CAN HAVE MORE, WHY TAKE LESS?

*Is your advertising  
geared to today's  
expanding buying power?*

Higher industrial activity is building new reservoirs of buying power. Are you tapping them and getting your full share? With the Tribune as your basic medium you can step up your sales pressure in Chicago. With over 1,000,000 circulation every day of the week, the Tribune now delivers from 200,000 to 725,000 more than other Chicago newspapers.

Thru the Tribune alone—at one low cost—you get balanced, market-wide coverage. Thru no other newspaper can you reach a majority of all the families in Chicago. As the prime source of buying ideas for Chicago's largest constant audience, the Tribune generates the volume response you want and can have. It is the basic medium of retailers who allot

more of their advertising expenditures to the Tribune than to any other medium. Why not take a leaf from their experience and take maximum advantage of Chicago's greater spending?

Per 100,000 circulation, Tribune rates are among America's lowest. Circulation gains continue to send them even lower. For more details on how you can sell more at lower cost by making the Tribune your basic Chicago medium, ask for a Tribune representative or consult your advertising agency.

*Chicago Tribune*

The World's Greatest Newspaper

*Total net paid circulation now in excess of  
1,000,000 every day of the week*



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